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Inside this issue:
INSCOM heroes remembered
Operation First Venture
Counterintelligence in the Information Age



Maj. Gen. Robert W. Noonan Jr.
Commander, INSCOM

INSCOM heroes remembered

By Maj. Gen. Robert W. Noonan Jr.

As we look in anticipation to a new year and a new century, we must also reflect on the sacrifices that INSCOM personnel have made in achieving the goals of the command, the Army and the nation. This past July, five heroic INSCOM soldiers of the 204th Military Intelligence Battalion and two host nation military riders were killed in the crash of their RC-7 on a counter-drug mission in Colombia. As we mourn the tragic loss of their lives, we honor and pay tribute to their courage and their selfless dedication to duty.

Capt. Jennifer J. Odom, Capt. Jose A. Santiago, Chief Warrant Officer Thomas G. Moore, Spc. T. Bruce Cluff and Spc. Ray E. Krueger were loyal intelligence soldiers – great soldiers who asked little more reward than knowing that they were performing a unique and indispensable service for our nation.

These five patriots died performing our Army's work in an effort to create a better, safer world for us and for generations of future Americans.

As Col. Daniel F. Baker, commander of the 513th MI Brigade said, "Professionalism and pride – in triumph and tragedy, these are the hallmarks of a great soldier. They are what a soldier is called to do."

Soldiers such as those of the fallen ARL crew are what make our country strong and our Army unbeatable. They truly encompassed Army and INSCOM values and their commitment to duty is an inspiration to us all.

The death of our comrades serves to remind us of the risks inherent in our profession. They died in the line of duty, performing an important mission. Their plight reinforces and drives home the message that today's world is a dangerous place and the nature of our chosen work is perilous.

We must remember that these members of our INSCOM family died

proudly, doing what they loved and putting their lives on the line for our nation. Like them, we will continue to carry out the mission for the same reasons — we too are patriots and that is what we do. We will carry America's torch and it will burn as brightly in our hearts and minds as the memory of our lost comrades.

"Heroes are not giant statues framed against a red sky. They are people who say: This is my community, and it's my responsibility to make it better," said Tom McCall, former governor of Oregon.

Our community grows bigger each day, as evidenced by the global missions we are continually called upon to perform. The complexities of modern technology, socio-economics and international politics have increased the boundaries of community past our town, our state and our nation. The world is our community, and like the dedicated soldiers of the 204th, when called upon, we will continue our commitment to duty and our responsibility to make this the best and safest world possible.

Robert W. Noonan, Jr.


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All INSCOM soldiers have warfighter skills to match their specific military intelligence skills. (Photo by Robert Bills)

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INSCOM names top Soldier, NCO of Year

By Shirley K. Startzman

Fort Belvoir, VA — The U.S. Army Intelligence and Security Command named two soldiers, Spc. Carol A. Stahl and Staff Sgt. Adam L. Abrahamzon, as its Soldier and NCO of the Year in a ceremony at its headquarters Aug 16. Both soldiers won the Americas Region competition to advance to the major command finals.

Stahl is assigned to the Company A, 721st Military Intelligence Battalion, 702nd Military Intelligence Group at Fort Gordon, Ga. Abrahamzon is assigned to Headquarters and Operations Company, 741st Military Intelligence Battalion, 704th Military Intelligence Brigade, Fort George G. Meade, Md.

"These two INSCOM soldiers have been recognized by their peers and leaders as the best of the best," said Command Sgt. Maj. Ronald D. Wright, command sergeant major of the U.S. Army Intelligence and Security Command.

The loudest "Hooah" in the standing room only crowd came from Command Sgt. Maj. Bobby Lawrence, command sergeant major for the 702nd Military Intelligence Group at Fort Gordon, Ga. Lawrence conducted the Americas Region competition and introduced his finalists shortly before they were named INSCOM winners.

"I was not surprised they both won at the major command level," said Lawrence. "The Americas Board procedure is a tough board and seriously



Spc. Carol A. Stahl
INSCOM Soldier of the Year

competitive. Both these soldiers demonstrated they were more dedicated, more articulate and more prepared for the competition than previous board winners. I was proud to represent them in the ceremony and on the board," he said.

In the final competition for Soldier of the Year, Stahl edged Spc. Bruce L. Redford III (Pacific Region) and Spc. Anna D. Pinnock (Atlantic Region) for the top honor. Redford is assigned to Company C, 732nd MI Battalion, 703rd Military Intelligence Brigade at Schofield Barracks, Hawaii. Pinnock is a member of Headquarters and Operations Company, 713th Military Intelligence Group, Harrogate, United Kingdom.

"I was excited and shocked when I won," said Stahl, who calls Buffalo, N.Y., home. It's not just about reciting regulations; it's also about bearing, hard work and dedication. That's what being a soldier is all about...working hard. I thank all of the people who helped me get here. My chain of command have been awesome," said Stahl.

Among Stahl's supporters in the crowd were her sponsor, Sgt. Melissa Dean, her platoon sergeant, Sgt. 1st Class Pedro Ayala, and Sgt. Jodi Hershey. Her staunchest supporter, her father, was at home with his fingers



Staff Sgt. Adam L. Abrahamzon
INSCOM NCO of the Year

crossed.

"My dad was in the 'old' Army and concerned when I graduated from college and joined the Army to get the job of my choice. But he supported me, telling me if that was what I wanted to do it. He's great!" said Stahl.

In the NCO of the Year competition, Abrahamzon edged two of INSCOM's best NCOs for the top honors. Sgt. James Feldmayer represented the Pacific Region and Sgt. Michelle F. Cendana represented the Atlantic Region. Feldmayer is assigned to Company C, 732nd Military Intelligence Battalion, 703rd Military Intelligence Brigade, Schofield Barracks, Hawaii. Cendana is assigned to Headquarters Services Company, 527th Military Intelligence Battalion, 66th Military Intelligence Group, Darmstadt, Germany.

"Overwhelming," said Abrahamzon, upon receiving the award. "It's the first time I've ever had a standing ovation. Having my wife here was very special. There are several people here from my unit," said the 23-year-old soldier.

Abrahamzon entered the competition to prepare for a promotion board and kept winning. He credits his wife and two other soldiers for his success.

"My wife helped me more than anyone," said Abrahamzon. "She gave me time to study and did everything (includ-

(Photos by Robert Bills)

ing watching our daughter) so I could study in the bedroom. She quizzed me a couple of times, but left that to my friends, Staff Sgt. John Davis and Spc. Derik Miller. Miller helped me a lot through the brigade and regional competitions. He's the most highly motivated for study habits and will be here as NCO of the Year next year. All my sergeants gave me a lot of support," he said.

Abrahamzon is no stranger to military life. His father is a 21-year veteran of the U.S. Air Force. His sister served in the Army Reserve and Na-

tional Guard, and his brother-in-law is in the U.S. Air Force.

Asked about his decision to join the Army, Abrahamzon said, "My Dad gave me a hard time one night, but he's very impressed now."

The INSCOM's Soldier and NCO of the Year received several awards, including an Army Commendation medal, INSCOM Commander's Coin of Excellence, INSCOM Command Sergeant Major's plaque with coin, a \$1,000 savings bond, a certificate for a Class A uniform, a \$100 gift certificate from AAFES and the choice of next duty

assignment. Finalists from the Pacific and Atlantic Regions received several awards, among them a Certificate of Achievement, Plaque of Excellence, \$100 gift certificate from AAFES and a certificate for a Class A uniform.



Startzman is a public affairs specialist at Headquarters, U.S. Army Intelligence and Security Command, Fort Belvoir, Va.

INSCOM Linguist of the Year

By Shirley K. Startzman

FORT BELVOIR, Va. — The U.S. Army Intelligence and Security Command named Staff Sgt. Todd A. Pohlmeier its Linguist of the Year in a ceremony at INSCOM headquarters Aug 17. Pohlmeier is a linguist assigned to Company C, 732nd Military Intelligence Battalion, 703rd Military Intelligence Brigade at Fort Shafter, Hawaii. "He, and others in his field, make a significant contribution to the INSCOM mission, said Col. William T. Torpey, INSCOM deputy commander.

"I'm proud to have won," said Pohlmeier. "There are a lot of exceptional linguists in our field. I'm proud to represent the 703rd Military Intelligence Brigade. The members of the brigade have been very proactive in their efforts to provide language training opportunities and to encourage soldiers to develop their language skills," he said.

The 31-year-old soldier admits to a strong family sense of patriotic duty. His uncle retired from the U.S. Navy and his grandfather served as an engineer in the U.S. Army for seven years. His great uncle was a tanker in World War II who was a prisoner of war for three years. A cousin is a

pilot in the U.S. Air Force.

The former high school wrestler found he had natural talents for languages and music at Dixie High School in Lebanon, Ohio.

"I think music and language appreciation are tied together in certain ways. I like studying and learning about other cultures," said Pohlmeier. "Language is the key that opens the door to other cultures."

The 10-year Army veteran began his career as an Air Defense soldier, transferring to Military Intelligence to study language in the U.S. Army Reserves before re-enlisting as an active duty soldier. His persistence is paying dividends: Pohlmeier will study at the University of Hawaii for a semester as part of an Army training program.

Pohlmeier admits to difficulty in maintaining proficiency in multiple languages. "In a week's time, I spend about 10-20 hours outside of work to maintain proficiency in both listening and reading ability. My goal is to become a military language instructor at the Defense Language Institute at Monterey, Calif.," he said.

Asked what advice he would give to other soldiers entering the competition, Pohlmeier was quick to point out an additional responsibility to learning and speaking a foreign language.



(Photo by Robert Billis)

Staff Sgt. Todd A. Pohlmeier
INSCOM Linguist of the Year

"Linguists must actively seek out opportunities to broaden our skills and demonstrate our achievements," said Pohlmeier. "We must pass our knowledge to others. Accomplished linguists who are not training junior linguists are not completely fulfilling their obligations," he said.

Torpey and INSCOM Command Sgt. Maj. Ronald D. Wright presented Pohlmeier with several awards: an Army Commendation medal, INSCOM Commander's Coin of Excellence, Command Sergeant Major Plaque with coin, an AAFES gift certificate, and a certificate for a Class A Uniform.



Startzman is a public affairs specialist at Headquarters, U.S. Army Intelligence and Security Command, Fort Belvoir, Va.

Translation, please!

By Chief Warrant Officer
Katje Peterson and
Sgt. Christine Adams

Are you a linguist who wants to use your language skills to support a real world mission, while improving your translation skills? The National Ground Intelligence Center's REDTRAIN program can give you and other qualified active and Reserve Component linguists this unique opportunity.

The REDTRAIN program is operated by the document exploitation team at the National Ground Intelligence Center. It produces translations of foreign documents for the intelligence community in general and the Center analysts in particular. Military personnel work with civilian government employees to carry out this mission.

Upon arriving at the Center, trainees are assigned a professional translation mentor, most likely a civilian staff member, who will help them with particularly difficult passages, word selection and grammar, and editing and reviewing the final translation. The tours of duty last 45 to 60 days, but extensions are possible on a case-by-case basis.

When an analyst's review shows a document may be useful, a translation is requested. A DOCEX team member searches the database for a translation. If no translation exists, the document is sent for translation. Both trainee and mentor then work together to produce a timely, accurate translation. The translated document is electronically forwarded to the analyst. Document exploitation provides analysts with an invaluable resource, opening a world of information which would not

otherwise be available.

The document exploitation team designed its REDTRAIN program to be beneficial to both the soldier and the Center. The primary benefit to the soldier is improved translation ability. Translation is a skill which is not taught at the Defense Language Institute.

Many competent linguists are surprised when they experience the difficulty of rendering a foreign text into precisely accurate, idiomatic English. In addition, daily exposure to foreign language documents can improve their understanding of grammar and syntax in both languages. Because the material trans-

A soldier's interper

By Sgt. Christine Adams

People were surprised to see me, a psychological operations soldier, participating in the National Ground Intelligence Center's Live Environment Training as a Russian translator. While designed as a REDTRAIN program for military intelligence soldiers, the training opportunity has a lot to offer the non-military intelligence linguist.

After in-processing and settling into my workplace, I met my mentor, Paul. He gave me my first assignment and some pointers to get me started and left me to my work. I found myself staring at a Russian article and a blank page. As an artist facing a blank canvas, I wondered how I was going to fill these blank pages. Translation is an art, and as such, it is inexact. That is why your language mentor's such an important part of the experience.

Paul helped me transform garbled

strings of translated prepositions, nouns, adjectives and verbs into a coherent sentence. He showed me how Russian grammar, which I know fairly well, drives Russian syntax, which is not my strong point. As my skills improved, our review sessions involved less time doing total revisions and more time working on refining the translations. It was satisfying to transform a Russian article into a source of information which furthered the mission of the analysts while at the same time watching my skills improve.

However, the soldier knows that often a mission worth accomplishing will not be easy and may require extra effort. This is certainly the case at the National Ground Intelligence Center. If you are invited to participate in the center's REDTRAIN program, you are most likely a confident linguist. Linguists with near native

lated is typically technical, the soldier may gain a specialized vocabulary. The National Ground Intelligence Center benefits from developing a cadre of soldiers trained in translation skills.

To participate in the National Ground Intelligence Center's REDTRAIN program, linguists should have a minimum DLPT score of 2/2, although strong 1/1 linguists will be considered. Linguists should have a strong grasp of the grammar of the source language and possess excellent writing skills in English. Soldiers must pass a diagnostic exam provided by the document exploitation team, which tests the soldiers' knowl-

edge of the grammar of the source language and their ability to translate from the source language into English. A security clearance of at least Secret is required, however a Top Secret clearance greatly enhances the training opportunity, giving the trainee access to a wider range of materials. The National Ground Intelligence Center provides REDTRAIN funds for active component military intelligence soldiers and non-military intelligence soldiers working in the S/G-2 shops of their units. Reserve units must use their own REDTRAIN funds for their soldiers.



Chief Warrant Officer Peterson is a 352G reservist from the 352nd Military Intelligence Company at Fort Snelling, Minn.

Sgt. Adams is a psychological operations analyst for the S2 of 11th PSYOP Battalion (Reserve) in Upper Marlboro, Md.

etation

proficiency in their language will find there is more involved in translation than simple mastery of the source language. Translating from one into another is akin to trying to fit a square peg into a round hole. In translations, you have to make the square peg round and keep it true to its square shape while still trying to master another language.

I have experienced the frustration of trying to tease apart Russian sentences when I couldn't find the subject. I've experienced the difficulty of trying to choose one definition over another when the dictionary gives opposite meanings for the same word. And I've experienced the confusion of trying to translate an article that wouldn't have made sense to me had it been presented to me in English. Even when my skills had improved, I would read a sentence to Paul and wait while he reviewed the Russian

original. "Hmmm...take a look at your Russian..." he'd say, and my heart would sink — I thought my translation sounded great. "This makes perfect sense," I'd think "how can this be wrong?" Sure enough, Paul would point to my errors. I had to admit that as good as my translation sounded, that's not what the original meant. I learned not only the limits of my Russian ability, but also my English. I learned I couldn't try to force sentences I didn't fully understand into English at the expense of meaning. Most humbling was the realization that the better I became, the more I realized how much I don't know. You need only a good attitude and willingness to learn to overcome these frustrations.

The REDTRAIN program benefits the soldier by improving language ability. The daily exposure to foreign language texts and the in-depth analysis of grammar needed to render documents into English helps the soldier go beyond gisting to comprehending. Soldiers can gain a specialized vocabulary (primarily military and technical), which can help them work with foreign scientists. As well as improving language ability and devel-

oping translation skills, soldiers can gain increased cultural awareness. Such a perspective will prove invaluable to the soldier who works with civilian populations. Another benefit for the non-military intelligence soldier is working closely with military intelligence soldiers at a national level intelligence center. This provides an opportunity to learn about and network with the military intelligence community. The feeling of accomplishment you receive knowing that you have used your language skills to contribute to real-world mission may be the most important benefit of all.



Sgt. Adams is a psychological operations analyst for the S2 of 11th PSYOP Battalion (Reserve), Upper Marlboro, Md.

201st MI Battalion finishes historic **First Venture**

By Chief Warrant Officer
Mark Davies

“If the Iraqi III Corps commander decides to establish an alternate command post north of Kuwait, I need to know that.”

When Lt. Gen. Tommy Franks, Army Central Command commander, made that statement to Col. Dan Baker, 513th Military Intelligence Brigade commander, he made it clear what kind of tactical intelligence his warfighters needed. One of Franks' primary sources of intelligence information is the 201st Military Intelligence Battalion. The unit recently returned from an intelligence collection mission in Kuwait

called Operation First Venture that directly supported Army Central Command.

The 201st is the Army's only echelon-above-corps, quick reaction capable signals intelligence unit, and has become INSCOM's worldwide contingency signal intelligence force. Proof of that title lies in the unit's 1998 deployments: Bosnia, Saudi Arabia, Honduras, Ecuador, Peru, and Korea.

It was a cold January day when 32 of the battalion's soldiers loaded 51 tons of equipment on a C-5 and began the long journey to Kuwait: the unit's first deployment location for 1999. Less than three weeks earlier, Lt. Col. Rey Velez, 201st commander, received a warning

order to deploy his unit.

“From the day we received the phone call,” recalls Velez, “we had our soldiers in the air in 18 days. There aren't too many units in the Army that can meet a timeline like that.”

Most battalions might have difficulty deploying that quickly, but the 201st faced an additional challenge for First Venture. It did not have all the equipment necessary to meet Army Central Command's intelligence requirements.

Chief Warrant Officer Mark Davies, the unit's force modernization officer, traveled to Fort Meade, Md., and Fort Monmouth, N.J., looking for help from the National Security Agency and the Intelligence and Information Warfare Directorate.

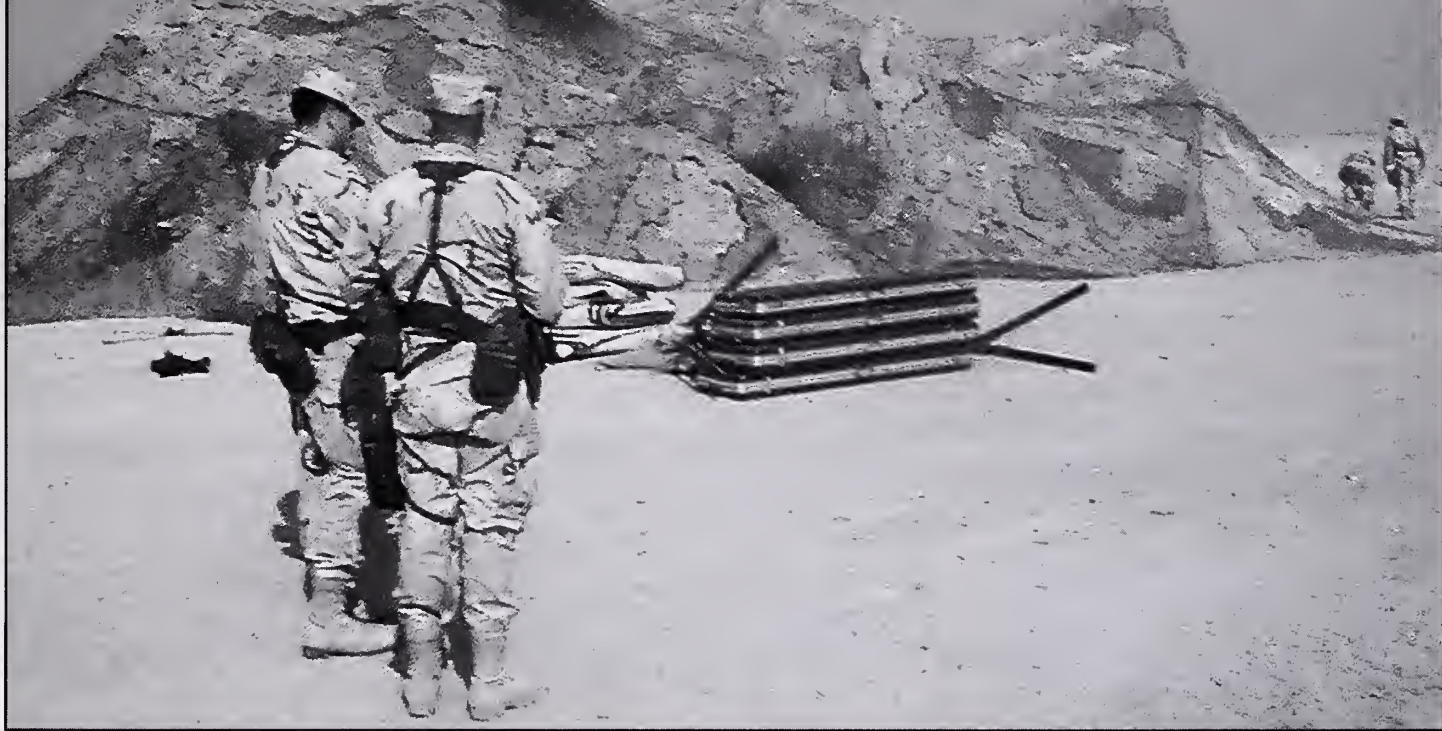
What he found was far beyond his expectations. “Everywhere I went, people bent over backwards to get us the right equipment to do the job,” said Chief Warrant Officer Davies. “The National Security Agency analysts told us what sources of information we should look for, the Army Cryptologic Office staff found engineers who knew what we needed, and they gathered the equipment necessary for the mission.”

Cally Walker, a civilian signals analyst from the Intelligence and Information Warfare Directorate, took the equipment to Fort Monmouth where engineers built a completely portable signal intelligence collection package in less than 10 days. Chief Warrant Officer Davies loaded it all into a rented trailer and hauled it to Fort Gordon, Ga.

Walker played a much larger role in First Venture. She deployed with the unit to Kuwait, and stayed 45 days under tactical conditions, training the soldiers on one-of-a-kind systems and



Cally Walker, a signal analyst from the Intelligence and Information Warfare Directorate, configures some of the team's SIGINT equipment. (Photo Chief Warrant Officer Mark Davies)



Not many trees here: The 201st MI Battalion's FIRST VENTURE team sets up their operations site. (Photo by Chief Warrant Officer Mark Davies)

lending invaluable expertise that guaranteed mission success.

Velez recently told Lt. Gen. Franks, "Cally Walker wears a 513th patch, and she will deploy with the 201st wherever it goes."

During the First Venture deployment, 201st soldiers were the most forward deployed U.S. element in Kuwait. The 201st team conducted sustained signal intelligence operations in a tactical environment from Feb. 10 to April 29, 1999. The forward collection team consisted of 26 soldiers from Company A with communications and maintenance support from 16 Company D and Headquarters and Headquarters Company soldiers. Paratroopers from the 3rd Battalion, 505th Parachute Infantry Regiment, 82nd Airborne Division, provided security for the duration of the mission.

The soldiers from the 201st performed superbly, receiving recognition from Army Central Command, U.S. Central Command and Joint Task Force Southwest Asia.

"When you take the best soldiers in the Army, which we have, and give them the best equipment and training possible, they can do amazing things," said Velez.

Because of the information First Ven-



Sgt. Joyce Dluhey and Chief Warrant Officer Mark Davies enjoy authentic Middle Eastern cuisine with a group of Kuwaiti soldiers at their base camp. (Photo by Cally Walker)

ture provided Army Central Command, both the command and its parent organization U.S. Central Command, are changing the way signal intelligence support is provided to its warfighters. The 201st was and continues to be a key player in that support.

"You can be sure that we'll be there when Lt. Gen. Franks or any other

warfighter calls on us. That's our job," said Velez.



Chief Warrant Officer Davies is assigned to the 201st Military Intelligence Battalion, 513th Military Intelligence Brigade, INSCOM.

Beans, bullets, and *Recognition*

By Chaplain (Lt. Col.)
Frederick E. Hoadley

The importance of recognition to the life and health of soldiers cannot be overstated. Recognition is so important in our culture that it is ritualized. When we pass someone on the street, although they might be a stranger, we expect to exchange a greeting. In the military community, this exchange of greetings is formalized with rules for saluting and proper wording of greetings and responses. Perhaps the need for recognition is a basic survival need as important as air, water, food and shelter.

During World War II, the researcher, Dr. Renee Spitz (1947), observed that the death rate among infants moved to foundling homes outside of London was higher than that of infants subject to the bombing of the city. These infants received regular feedings, diaper changes and clean bedding. The lighting and heating were well regulated, yet their death rate was inexplicably high. What was missing was the human touch, the cooie, cooie, coo of a parent, the appreciative words of a grandmother, and the "isn't he/she cute" of a neighbor. Spitz concluded these children were dying essentially from a lack of recognition.

Solitary confinement is one of our culture's harshest punishments; isolation is sometimes used to induce political compliance. Stories from Vietnam prisoners of war are frequent in which they devised elaborate means of communication in order to defeat the isolation. These prisoners often relate the isolation was more difficult to endure

than the physical torture. Many thought the ability to communicate discriminated between those who would survive and those who would not. Even prisoners who did not have a fellow prisoner to gain recognition from, believed through prayer they were communicating with God.

The psychiatrists Eric Berne and Thomas Harris believe this need for recognition is a basic motivating factor in the human being. The need for recognition alone can motivate the actor to perform, athlete to play, and salesman to sell. In a negative vein, they argue the need for recognition also can motivate the criminal to illegal activity. Recognition, whether positive or negative, is critical for survival. Experts on motivation indicate higher performance can be achieved through offering positive recognition rather than threats.

The military leader Napoleon recognized the motivating nature of recognition when he purportedly said, "give me enough ribbon and I will conquer the world," referring to awards he gave his soldiers. Military leaders throughout history have acknowledged the importance of recognizing not only the heroic actions of soldiers but also the faithful daily service. The military leadership mandate is to provide recognition for those soldiers who have done a good job. Most commanders include recognition as a part of their command philosophy. Recognition not only contributes to a positive command climate, but also contributes to suicide prevention and the promotion of health.

Spiritually, the need for recognition is also critical. The absence of recognition is a source of fear. The Christian

scriptures address this phenomena in the Gospel of Matthew chapter 10 verses 30-31: "Even the hairs of your head are all numbered. So don't be afraid; you are worth more than many sparrows. Whoever acknowledges me before men, I will also acknowledge him before my Father in heaven."

We need the recognition of our fellow human beings and we need the sense that our God values us and recognizes us for our spiritual sense of well being. The spirit of a soldier is not at rest unless that soldier has the sense that he/she is valuable to God.

In contrast to how clearly important recognition is to soldiers, I sometimes find the attitude that recognition can be over-done. Some leaders seem to think that recognition given too freely cheapens its impact. When one fully understands the importance of recognition to the life of a soldier, it is like worrying we might cheapen the value of air or water in sustaining life. We cannot live without recognition; as humans we will strive to get recognition, if not positively then negatively.

Recognition can take many forms, from ensuring that every soldier in the section gets a morning greeting to a simple "thank you" for a job well done. Medals and ribbons have standards associated with them; careful consideration should be given to soldiers' performance to ensure they receive the recognition they require. Recognition is not just the prerogative of leaders. Soldiers of all ranks can recognize the important contributions of their colleagues. "Thank you" notes have not gone out of style. Recognition will not

be complete until the spiritual need for recognition is addressed as well. This is not just "chaplain business," but the business of all leaders that truly care for soldiers.

Viewing recognition as a survival need may seem a radical position, but

it offers little risk to an organization and clear benefits to soldiers. Generous recognition will benefit the command climate and health and welfare of the soldiers. Recognition is as important as beans and bullets in the survival of our troops.



Hoadley is the chaplain for the 902nd Military Intelligence Group at Fort George G. Meade, Md.

Divine guidance feeds the hungry soul

By Chaplain (Maj.) Jerry L. Owens

It was a dark and cold night at Hoenfels, Germany. Company C, 4th Battalion, 12th Infantry Regiment, had fought all night in the freezing rain as the counter recon force. Early the next morning, I arrived in the company area to find the soldiers standing around an open-air fire, desperate for warmth. The soldiers invited me over and requested a service. Gathered around the fire, glad for the heat and ignoring the smoke, we sang, prayed and preached.

It seems the darker the night, the harsher the elements, and the further from home, the greater the enthusiasm for worship and prayer. The hardships of life often teach us to value and enjoy the basic pleasures of life: a good night's sleep, a little warmth, hot food, a hot shower, the touch of a child's hand, a quiet prayer and hope for tomorrow. In garrison and field, the chaplain serves soldiers and their families by providing a time and place for worship as an expression of the free exercise of religion.

The chaplain, as the commander's special staff officer, executes the commander's religious support program in response to the soldier's right to the free exercise of religion. Fundamental with that responsibility and duty is the chaplain's personal faith and integrity. The Army, the command and the soldier have the right to expect chaplain to

faithfully represent his or her denomination and faith.

All soldiers need and deserve a chaplain who can be trusted to faithfully maintain personal and professional disciplines. As one entrusted with the spiritual care of soldiers, the chaplain must maintain a personal relationship with God. In the private world of the heart and mind, the chaplain must forge a place of prayer, study and reflection. The chaplain must first personally experience the healing grace of God, and having received grace, seek to share it.

In the past 12 years, I (and many other chaplains as well) have shared many journeys in the lives of soldiers and their families. There have been times of great joy: wedding plans and young love, the birth of a child and the reconciliation of older couples. There have been times of great sorrow: death,



Chaplain (Maj.) Jerry L. Owens
(U.S. Army Photo)

divorce, serious injury and dark times when the human heart trembled, desperate for hope. It is a sacred trust to have shared those journeys, and through an imperfect human heart and vessel, helped the grace of God to touch the joy and sorrow of a soldier's life.



Owens is the chaplain for the 704th Military Intelligence Brigade, INSCOM. The brigade is headquartered at Fort George G. Meade, Md.

PLDC

A learning experience

By Sgt. Robert Timmons

With the rain pelting down, Spc. Scott Johnson huddled in a depression on the ground trying to escape the wrath of Mother Nature. Johnson and others with him weren't stuck in the middle of a hurricane or other weather disaster; they were in the middle of a field training exercise during the Primary Leadership Development Course (PLDC) at Fort Knox, Ky.

"Overall, it wasn't bad," said Johnson, of Headquarters and Headquarters Company, 704th Military Intelligence Brigade. "It gave you an

insight into what to expect from your NCOs and the responsibilities of your leaders. It gave you a greater understanding of the position your NCOs are in."

You get a greater understanding as to what an NCO does, he added. "You know why some information is not getting put out to the junior enlisted. You also understand the stress and the sacrifices that the NCO makes to successfully complete his job."

Johnson, who made the Commandant's List, said that during PLDC, he learned how to control pressure. While a junior enlisted soldier only feels stress from above, during PLDC,

soldiers learn NCOs feel pressure not only from above, but from below, in satisfying the legitimate needs of your soldiers, he said.

By learning how to control pressure and handle stress well, Johnson said he could effectively put the lessons he learned in PLDC to use when he is promoted.

In the interim, Johnson said he still could make an impact on his unit.

"Just because you don't have stripes doesn't mean you are not a leader," he said. He believes he can correct others of higher rank as long as he maintains his bearing and tact. He knows he can set an example.

PLDC PLDC PLDC In our own words...

In the past year, 10 soldiers from the 902nd Military Intelligence Group have attended NCO Academies. These are the stories of the recent experiences of four 902nd Military Intelligence Group soldiers at Primary Leadership Development Courses (PLDC) conducted at Forts Knox and Campbell, Ky.

Sgt. Megan L. Pak

The wait was over and we had finally arrived in the Blue Grass state and home of the Cavalry: Fort Knox, Ky. The past few months of training and preparation were about to be put to the test. The Primary Leadership Development Course is the first stepping stone in a Noncommissioned Officer's career and the most influential training in our Army careers.

Shortly after we arrived at the Academy, we were assigned to one of four different platoons. Since PLDC is a

student-led course, a student first sergeant, four platoon sergeants, squad and team leaders were "volunteered." The first few days with the student leaders was akin to following a blind man's directions through a forest. As time progressed and the student leaders came and went, we learned from everyone's mistakes and soon showed signs of improvement and organization. Definitely not perfect, but a unit, none the less.

The Academy was filled with soldiers from all walks of life. For many



Sgt. Megan L. Pak

“If you outrank someone, you can help move them in the right direction with the things you learned in PLDC.”

While he learned many things while at PLDC, Johnson said his fondest memory was the land navigation course.

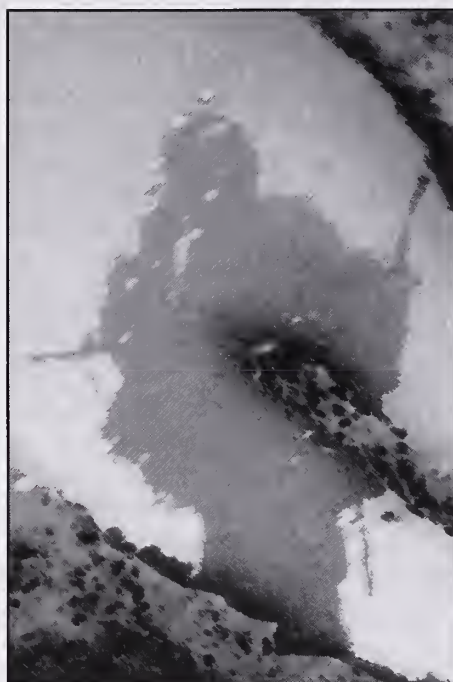
“It was a challenging course,” he said. “It really is something that you don’t experience here at Fort Meade, Md.”

On the land navigation course soldiers must locate three of four points in less than four hours. The course at Fort Knox, Ky., was huge and a chore to complete the first time through.

“It had rough terrain and we had (25-year-old) maps. The largest distance between two points on my route was about 1,080 meters while the closest was 600 meters apart. Here at Fort Meade, Md., the farthest distance between points is 400 meters, so it was very difficult.”

Johnson added the weather temperature multiplied the difficulty of the course.

“With the temperature it was even



more difficult,” he added. “We gave out 94 IV bags over three days. It was really hot out there. Not only were you battling nervousness and the difficulty of the course, but you also contended

with the heat.”

Johnson said the course was so difficult that of roughly 140 soldiers who took the course the first day, only 73 passed. On the second day, 67 soldiers went out and 41 came back with “GOs.”

Johnson said that being a soldier from a military intelligence unit was *not* a disadvantage during PLDC.

“What I lacked was field experience, whereas the infantry soldiers and combat arms soldiers had a difficult time dealing with females,” he said. “So it is a trade off. You could be good in the field but have no people skills or have people skills but no field experience. There was no single soldier from any military occupational specialty that was squared away all the way around. Everyone had deficiencies.”



Timmons is the public affairs NCO for the 704th MI Brigade at Fort George G. Meade, Md.

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of the soldiers, this was the first time interacting and working with different military occupational specialties (MOS). Among them were soldiers from the Old Guard; medical soldiers from Walter Reed Army Medical Center; military intelligence soldiers from Fort Meade and Fort Belvoir, Va.; and military police, cavalry, and artillery soldiers from Fort Knox, Ky. Although there were many struggles and differences between the varied professional skills and traditions, we all were striving for one common goal: to become Noncommissioned Officers in the United States Army.

As with any military school, the first few days were set aside for enrollment paper work. After enrollment, we received our field equipment (TA-50). Our small group leaders were there for most of the in-processing, standing off to the side of all the commotion, observing, taking it all in. The small group

leaders were our teachers, mentors, and our worst nightmare when we messed up, but above all, they were there to mold us into noncommissioned officers.

On the morning of the third day, we took the dreaded Army Physical Fitness Test (APFT). There was nothing different, nothing significant, about it, other than the constant clicking sound of the counters used by the small group leaders to keep count of the repetitions. As for the test itself, all but one soldier passed. As with all tests in PLDC, the soldier was allowed one more attempt to pass the APFT: the soldier passed.

The rest of the first week, as well as the next three weeks, were much the same. Like a scene from Bill Murray’s movie “Groundhog Day,” the daily routine was much the same scenario day-in and day-out for the first three weeks. An average day started at 0445 hours with lights out at 2200 hours.

Although times may have varied, this was life at the Academy. This does not include the tedious details and additional duties such as charge of quarters (CQ).

The material covered was basic military knowledge – with a twist. We were learning to understand the Army. In the first three weeks, we had three written exams, presented two common task training classes, and were evaluated on our ability to conduct physical training and drill and ceremony. In the classroom, our time was spent reading and discussing all the different field manuals and Army regulations pertinent to the subject matter being discussed.

The fourth week was upon us more quickly than expected. This was the toughest week for those of us coming from a garrison environment since we were evaluated on our field leadership abilities and land navigation. Shelter halves (tents), Meals Ready to Eat, and

road marches meant nothing to most of us until we were faced with the cold-hearted reminder that we weren't just dental hygienists, emergency medical technicians and counterintelligence agents...we were *soldiers first*.

We spent the first few days in the field doing land navigation training and testing. We were fortunate to have patient small group leaders, considering a lot of us had never practiced land navigation on a regular basis. The small group leaders walked us into the woods to show us terrain features and afford us the opportunity to question them con-

cerning land navigation. We had a practice run on the land navigation course, which was very helpful in assessing our skills. We were more than prepared for our final land navigation examination, but even the best of us make mistakes. No worries though – we can re-test twice.

Upon completion of the land navigation course, we put our freshly honed skills to use and made our way to designated locations where we set up assembly areas and planned attacks on the other squads. The mock battles were intense and the terrain unforgiv-

ing, but we all made it out alive. After the graduation ceremony, we departed the Academy and carried with us memories of newly found friends and the knowledge needed to be a noncommissioned officer in the U.S. Army.



Sgt. Megan Pak is a Counterintelligence Special Agent assigned to Alpha Company, 310th Military Intelligence Battalion, 902nd MI Group at Fort George G. Meade, Md.

Sgt. Philip Herman

On May 25, 1999, I attended the Primary Leadership Development Course taught at the 101st Airborne NCO Academy, Fort Campbell, Ky. It was a good experience for me. Many of the things I learned will improve my professionalism as a noncommissioned officer and as a soldier. If you are going to an NCO Academy, take everything they tell you to bring. It is also a good idea to bring some extra things you will probably end up needing such as 550 cord (parachute cord), index cards and fine tipped markers. For the Primary Leadership Development Course, put yourself into the mind set you had when you

went through basic, but without acting as privates who just came into the Army.

The school is designed to break you of bad habits and build you back up with new skills and experiences. Show initiative and motivation at all times. The more you work together, the easier it will be for you and your classmates. It will also help to know some of the material before arriving, especially for younger soldiers who have never been in a leadership position. Study the field manuals and Army regulations on physical fitness, leadership, leadership counseling, drill and ceremony, land

navigation, map reading and battle focused training. If possible, arrange for hands on training with land navigation and map reading, and leading both physical training sessions and drill and ceremony.

Keep a positive attitude. A good attitude and a little dedication will get you a long way.



Sgt. Philip Herman, is a Counterintelligence Special Agent, assigned to Bravo Company, 310th Military Intelligence Battalion, Fort George G. Meade, Md.



Sgt. Peter L. Rangel and Sgt. Rodney T. Davis

How does a 30-day all inclusive trip sound? All amenities are included: travel, meals, lodging, exercise, and self-improvement. So, where is this trip? It is to the Army's Primary Leadership Development Course at Fort Campbell, Ky.

When explaining our personal experiences at the course, three things come to mind: "Be, Know, and Do." These three words are crucial when considering what to expect from the course and once you return to your unit. These three words are traits that a NCO must possess.

How do these words apply to the Primary Leadership Development Course? First, be prepared, because you will be confined to the Non-Commissioned Officer Evaluation System (NCOES) grounds for the entire class session. Be prepared to spend 90 percent of your time in class. An important thing to remember is the way you treat others during those long days and nights will affect your overall performance. Be a team player and you will succeed!

Second, know ahead of time what is expected. For instance, one of the tasks is land navigation. It is much easier to accomplish if you already know how to do this before attending the course. Do

not forget that "knowing is half the battle." Accept the fact you will not know everything. An excellent cadre is responsible for training, mentoring, counseling and giving professional advice about issues related to military occupational specialties (MOS) and soldier welfare. Draw on the experiences of your classmates, who will have a wide range of MOSs from a variety of combat arms, combat support, and combat service support fields. The course at Fort Campbell is very challenging. To make the Commandant's List, you must score a first time "GO" in all areas with an average of 95 percent or better. If you learn as much as you can from the cadre and your peers, you will have no trouble with the course requirements, which are 70 percent or better in each area.

The final trait is "Do," which means you must pass three crucial tests. These include land navigation, physical training instruction, and marching troops. You will receive training in all of these areas. Go to the Primary Leadership Development Course expecting to do these tasks, and practice them. If you know you have difficulties with one of the three events, be proactive and ask for more opportunities to conduct these skills. You will never get any better at



Sgt. Rodney T. Davis

leading physical training if you do not tell your first sergeant you want more opportunities to lead it at your unit.

When it is all finished, remember what you accomplished. You have furthered your career, you have more hands-on-training, and your certificate (the DA1059) can be used for military credit with civilian employers and colleges. The best thing is the satisfaction of knowing you are ready to be an NCO!



Sgt. Rodney Davis and Sgt. Peter Rangel are assigned to Headquarters and Headquarters Company (HHC), 310th Military Intelligence Battalion, Fort George G. Meade, Md.

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INSCOM Goes Green

Environmental Training - Online!

By Susan Roeder

INSCOM deputy chief of staff, G4—engineering has developed a series of online environmental courses to aid INSCOM units and personnel in complying with environmental requirements. The courseware incorporates existing INSCOM environmental reference materials and uses self-paced interactive learning strategies.

These courses are available on-demand through the Environmental, Safety, and Occupational Health (ESOH) Knowledge Centre™, which is open and accessible via the World Wide Web. INSCOM is taking advantage of this existing site, to host the INSCOM courses, and provide access to other non-INSCOM reference materials, best practices, and EPA certification courses.

This site offers various education and training opportunities within a community environment. It fosters information sharing and professional collaboration with research and performance support tools and resources. In short, it is a single web site that combines multi-media interactive courseware which offers:

dynamic learning opportunities customized to individual/organizational requirements

skills and certification testing

record keeping

links to resources and performance support tools, and

targeted chat rooms and bulletin boards for collaboration with peers

The concept is built around the graphical metaphor of an interactive community map, used to access an integrated learning infrastructure that provides users with both instructor-led and self-paced courseware.

The result is asynchronous just-in-time and synchronous collaborative learning. In addition to online courseware, it features a comprehensive glossary of safety and environmental health terms; regulatory references; student administration and record keeping and individual transcripts.

The site also includes online testing, a random test generation product, online course critiques and evaluation, and generates a certificate of completion for each student who successfully completes the course.

This site also contains a comprehensive Computer Managed Instruction (CMI) package that manages user registration, course enrollment, random test generation and scoring, student record keeping, and other registrar functions. Advanced training administration functions allow training administrators to track individual and group progress and to document accomplished training.

INSCOM personnel access the site through an INSCOM specific portal. This automatically identifies them as INSCOM employees and authorizes access to the restricted courseware.

The current INSCOM course offerings are Motorpool Hazardous Materials/Hazardous Waste Management, Environmental Awareness, Asbestos Awareness, and INSCOM Regulatory Management for Leaders.

INSCOM deputy chief of staff, G4 Environmental Program Manager uses a Training Administration Module which allows access to training records and statistics for personnel taking training through the Centre. Administrators can access the secure data from any web client using login and password. Once accessed, the module provides a number of reports on individual students, students within specific courses, training statistics and individual transcripts for any assigned personnel using the Centre. The Environmental Program Manager can specify the level of brigades or units to track and provide online access to specific reports to authorized personnel within the organization. As a result, management at all levels of INSCOM now have immediate visibility of training accomplishments through the Administration Building on this site.

Access the site at <http://www.inscomgoesgreen.com>. Follow the instructions to register at the site. Take the tour to view the capabilities this site offers.



Roeder is INSCOM's environmental program manager.

203rd becomes Army's first Multi-Component Military Intelligence Battalion

By Shirley K. Startzman

The 203rd Military Intelligence Battalion at Aberdeen Proving Ground, Md., stood at attention July 13, 1999, for a change of command ceremony that signaled its final transition to becoming the Army's first military technical intelligence multi-component unit.

It reflects "The Army" at its best, as active duty and Reserve Component soldiers join in a seamless unit. The 203rd Military Intelligence Battalion is an active duty unit of the National Ground Intelligence Center, which is a part of the U. S. Army Intelligence and Security Command headquartered at Fort Belvoir, Va. Two U.S. Army Reserve military intelligence companies, the 383rd and 372nd, will join the 203rd to complete the conversion.

When the transition is complete in June 2001, the newly created multi-component unit will be commanded by a U.S. Army Reserve officer and fly a U.S. Army Reserve unit flag. Direct mission taskings will come from the National Ground Intelligence Center. When mobilized, the unit will be subordinate to the active duty headquarters listed in the mobilization orders.

Maj. Gen. Robert W. Noonan Jr., commander of the U.S. Army Intelligence and Security Command, sees major benefits for the Army.

"This will be the first time the highly trained soldiers in the Reserve technical intelligence field have been directly integrated into the active Army structure. They've been working side by side with us for years and are great soldiers. This new unit organization will help sustain their skills and will assure that they are able to immediately de-

ploy when needed without additional training," said Noonan.

Being one of the first forces on the battlefield is not new to the soldiers of the 203rd Military Intelligence Battalion. By the time Congress authorized the use of force against Iraq on Jan. 12, 1991, the battalion was evaluating the enemy's military hardware. Its soldiers discovered add-on armor on a captured T-55 tank at Khafj that resisted light and medium strength anti-tank weapons. They inspected and analyzed the armor, and in coordination with the National Ground Intelligence Center's weapons experts at Aberdeen Proving Ground, figured out how American forces could counter its effect.

When joint forces found the remains of three SCUD missiles, the 203rd examined them to the "nth" degree. What they found contributed to changes made in the Patriot Missile as a counter-measure.

During DESERT STORM, the battalion obtained six of one intelligence agency's "top 10" list of foreign materiel items. It captured 207 additional items, many of them seen for the first time.

The unit continues to support NATO forces in Bosnia; that support began two days before Thanksgiving in 1996.

Tracing its lineage back to the sixties, the unit has undergone several name changes, but its mission has always been to exploit enemy weapons, equipment and other materiel found, captured or acquired within the theater of operations and assist in developing counter measures for them. A large part of the mission is conducted initially on the battlefield prior to moving weapons and technology.

Lt. Col. Kevin P. McGrath signalled

the battalion's transition July 13 when he relinquished command of the 203rd at Aberdeen Proving Ground. Col. Gary E. Phillips, National Ground Intelligence Center commander, passed the guidon of leadership to Maj. William R. Conlon, who will command the unit until it enters carrier status and the U.S. Army Reserve selects the unit's next commander.

McGrath completed the lion's share of the active duty strength transition, downsizing the number of active duty soldiers by 75 percent. His active duty personnel trained and integrated the U.S. Army Reserve technical intelligence soldiers into the battalion's operations and deployed together as one team to Bosnia.

Phillips expected a smooth transition to the unit's new organization.

"This is a tremendous step forward in the integration of the active and Reserve Components. More than that, it is maintaining for the Army the capability to examine and analyze hybrid systems on the battlefield, and provide direct technical intelligence in support of soldiers on the spot," said Phillips.

The Multi-Component technical intelligence battalion contains five elements as part of its new designation. Three companies are based at Aberdeen Proving Ground, Md.; one company will remain at Devens Reserve Training Area, Mass., and a military technical intelligence detachment will remain at Fort Irwin, Calif.



Startzman is a public affairs specialist in the U.S. Army Intelligence and Security Command's public affairs office.



Units in the Spotlight

300th Military Intelligence Brigade (ARNG)

Today, INSCOM has the most highly trained, cutting edge, diverse intelligence resources that the Army has ever known. To be part of that elite group requires special skills, a proven track record, and a strong commitment to accomplish the mission.

The 300th Military Intelligence Brigade (Linguist) is proud to count itself among those tasked to complete missions for INSCOM. We provide "military intelligence linguist support to Wartrace Commands, Department of the Army, Theater CINCs, and Department of Defense." When mobilized, we're expected to bring a few things to the table, like highly trained and well equipped translator/interpreters, counterintelligence agents, voice intercept operators, and interrogators. Providing these MI skills is a weighty responsibility. But when we get the call, we're expected to come outfitted with soldiers that can fill those jobs in 36 different languages. Despite tremendous training challenges, reductions in funding and other resource alternatives, the men and women of the 300th Military Intelligence Brigade have met these expectations.

The 300th MI Brigade (Linguist) is unique to the Army Military Intelligence inventory. Our mission differs from the other INSCOM Brigades because our primary focus is foreign language. When mobilized, the 300th Military Intelligence Brigade (Linguist) task orga-



Members of the 300th MI Brigade (Linguists) are focused primarily on foreign language as their mission. (300th MI Brigade photo)

nizes, as required, augmenting the Army military intelligence missions that require linguistic support. The units of the 300th MI Brigade (Linguists) make up approximately two battalions (+) of 97L, translators/interpreters; two battalions (-) of 97E, interrogators; one battalion of 97B, counterintelligence agents; and one battalion (-) of 98G, voice intercept operators and 98C, SIGINT analysts. The military intelligence battalions (linguist) can support an MTW with a battalion of linguists to each theater or

mobilize as small sections of five linguists for a contingency.

The soldiers of the 300th Military Intelligence Brigade (Linguists) do not take lightly the responsibility to support the active component INSCOM brigades and Army operations world wide. We are committed to maintaining and furthering our MOS and language skills. Our constant, ongoing training includes every piece of equipment in our arsenal. Our facilities are up to the minute;

(continued on page 36)

501st wins supply award

By Staff Sgt. Keith Tidwell

The 501st Military Intelligence Brigade supply room was recently recognized as one of the best in the Army.

The Headquarters and Headquarters Company, 501st Military Intelligence Brigade supply room was presented the Army Chief of Staff Award for Supply Excellence in the "Company with Property Book Office" category.

The award is given to supply rooms who do things smarter than other supply rooms around the Army.

"They look to see how you make things easier for the soldier, how you do things better," said Sgt. Giannina Reeves, Headquarters and Headquarters Company supply sergeant.

And in her short time as supply sergeant here, Reeves has done several things better.

She automated the unit hand receipts, reducing the time needed to inventory unit property. The automated hand receipts also reduce the need to make dozens of copies of the old hand receipts, saving the government money.

Reeves also improved the procedures for in-processing soldiers. She consolidated everything a soldier new to the unit needs in one central location. Now soldiers can leave the supply room on their first day with everything they will need for the rest of their tour, from linen to first aid pouches.

One part of the supply room the inspection team really focuses on, said Reeves, is the supply room standard operating procedures.

"I re-did the SOP for the supply room," she said. The revised SOP is especially important in Korea, where the short tour creates a high turnover rate.

The inspection team also talks to every soldier in the supply room, asking a variety of questions to see that they all know their role in the office.

"They look to see if soldiers know their jobs," Reeves said.

This provides an additional challenge for Reeves as a leader. All of Reeves' soldiers in the supply room are Korean Augmentees to the United States Army (KATUSAs). "They don't get the same training that U.S. soldiers receive, so we basically have to teach them from scratch," said Reeves.

Having KATUSAs in the unit supply room brings additional duties. Comfort kits are provided to the KATUSAs to compensate them for the low wage they are paid by the Korean government. These kits are maintained and controlled by the supply room. So are the hair cut coupons the KATUSAs use at the barber shop.

They also get a monthly clothing allowance, managed by the supply room until the KATUSA soldier needs to spend it.

The inspection also included parts of the unit property book office and arms room.

Reeves said one of the more challenging parts of the inspection was the hypothetical questions asked by the inspection team.

"They ask you, 'what if someone goes (absent without leave)?' And you have to know what to do," said Reeves.



Pfc. Han Se Won, a Korean Augmentee to the United States Army, prepares turn-in paperwork for several computer monitors. (Photo by Staff Sgt. Keith Tidwell)

Apparently, Reeves had all the right answers for the inspection team. She traveled Sept. 20, 1999, to the Pentagon to receive her award from the Army Chief of Staff. (For related story, see page 29.)



Staff Sgt. Tidwell is the public affairs NCO for the 501st Military Intelligence Brigade in Seoul, Korea.



Soldiers honored in final tributes

By Shirley K. Startzman

On July 23, 1999, five soldiers were killed when their U.S. Army RC-7 Airborne Reconnaissance Low aircraft crashed into a mountain side in Colombia, South America.

Capt. Jennifer J. Odom, 29; Capt. Jose A. Santiago, 37; Chief Warrant Officer Thomas G. Moore, 32; Spc. T. Bruce Cluff (promoted posthumously), 26; and Spc. Ray E. Krueger (promoted posthumously), 20, gave their lives in selfless service to their country. They were members of the 204th Military Intelligence Battalion, 513th Military Intelligence Brigade, U.S. Army Intelligence and Security Command.

"We extend our heartfelt sympathy to the families and friends for the loss of these five lives," said Maj. Gen. Robert W. Noonan Jr. "They were more than professional soldiers; they were spouses, children, parents and friends."

The soldiers were flying a routine counter-drug mission under the operational control of the U.S. Southern Command.

The remains of the five soldiers were repatriated in three similar ceremonies at Dover Air Force Base, Del. On the tarmac for each repatriation, members of the 704th Military Intelligence Brigade from Fort George G. Meade, Md., stood in silent tribute, representing all INSCOM soldiers.

A memorial service for families, friends and fellow soldiers was held Aug. 2, 1999, at the home of the 204th Military Intelligence Battalion, Fort Bliss, Texas. Its parent brigade, the 513th Military Intelligence Brigade, held a remembrance service at Fort Gordon, Ga., and simultaneously, INSCOM headquarters held a memorial service to honor its fellow soldiers. The U.S. Army Intelligence Center at Fort Huachuca, Ariz., also held a service honoring their fallen comrades.

"I can tell you that there are far less illegal drugs in America today because of the selfless service of my soldiers," said Lt. Col. Mark W. Perrin, commander of the 204th Military Intelligence Battalion, during the memorial service. "... (they) were where they wanted to be, and were doing what they loved to do."

Startzman is a public affairs specialist at INSCOM headquarters, Fort Belvoir, Va.



703rd MI Brigade presents Knowlton and Military Intelligence Service Awards

Compiled by Master Sgt. Marian Starks



Maj. Gen. Robert W. Noonan Jr. addresses the members of the 703rd MI Brigade and guests at the annual 703rd Military Intelligence Ball. (Photo by Sgt. Janis Levonitis)

The 703rd Military Intelligence Brigade held its 16th annual Military Intelligence Ball Sept. 3, 1999, in Hale Koa, Waikiki, Hawaii.

Maj. Gen. Robert W. Noonan, Jr., INSCOM commander and guest speaker for the event, presented the Knowlton Award to Lt. Col. Theodore C. Nicholas; Capt. Kenneth G. Verboncoeur; and Chief Warrant Officer Steven E. Tatum. Noonan also presented Military Intelligence Service Awards to seven distinguished World War II veterans: Iwao Yokooji; Edwin Kawahara; Frank Takao; Ken

Watanabe; Edwin Kawahara; Col. (Ret.) Henry Furuya; and George Emoto.

The Knowlton Award was presented in honor of Lt. Gen. Thomas Knowlton. His distinguished military service during the Revolutionary War was recognized by Gen. George Washington, who appointed him to raise a regiment expressly for desperate and delicate intelligence services. As a brave warrior soldier and the first intelligence professional in the Continental Army, Knowlton embodies courage and dedication to duty, and represents a symbol of excellence for the MI Corps.

The Knowlton Award was established by the Military Intelligence Corps Association (MICA) in 1995, in recognition of individuals who have made significant contributions to the promotion of Army intelligence. Recipients of this award must have demonstrated the highest standards of integrity and moral character, displayed an outstanding degree of professional competence, and served MICA with distinction.

Military Intelligence Service Awards honored the veterans for their personal sacrifice and invaluable support to Army intelligence during World War II. In 1941, the U.S. War Department realized its deficiencies in intelligence operations against the Japanese. The Army began recruiting the Nisei (Americans of Japanese ancestry) for intelligence training as linguists in the fields of interpretation, translation and interrogation. To satisfy this training

requirement, the first Military Intelligence Service Language School was established at the Presidio of San Francisco in the fall of 1941. With the outbreak of war on Dec. 7, 1941, and the subsequent relocation of people of Japanese ancestry to inland relocation centers, the school was deactivated; it reopened in the spring of 1942.

After the war, the Military Intelligence Service Language School was moved to the Presidio of Monterey and



Mr. Iwao Yakooji receives an award presented by Maj. Gen. Noonan to commemorate the work during World War II of the Military Intelligence Service veterans. (Photo by Sgt. Janis Levonitis)

renamed the U.S. Army Language School. In July 1963, it reorganized into the Defense Language Institute.

Military Intelligence Service Language School graduates served in every combat theater and engaged in every major battle launched against the Japanese military forces. They served with the United States Army, Navy, Marine

Corps, and Air Force, as well as the British, Australians, New Zealand, Canadian, Chinese, and Indian combat units fighting the Japanese. Trained for duties as interrogators, interpreters and translators, radio announcers and propaganda writers, graduates served as the "eyes and ears" of American and Allied Forces in the war against Japan.



Starks is a member of the Individual Ready Reserve on active duty with the Public Affairs Office.

Dahlke named INSCOM career counselor of the year

By Jeanette Lau and Master Sgt. Marian Starks



Sgt. 1st Class Derck C. Dahlke
(U.S. Army photo)

Sgt. 1st Class Derck C. Dahlke, 703d Military Intelligence Brigade, was named INSCOM Career Counselor in an award ceremony Oct. 6, 1999, at INSCOM Headquarters, Fort Belvoir, Va. He will represent INSCOM at the Army-wide competition in January 2000.

Runners-up include Staff Sgt. Jon S. Bushorn, 501st Military Intelligence Brigade; Staff Sgt. Eddie G. Grayson, 513th Military Intelligence Brigade; and Staff Sgt. Shelly R. Pringle, 704th Military Intelligence Brigade.

To qualify for competition, these soldiers must have accomplished their annual retention objectives in each of the following categories: Initial Term, Mid-Career, FY 99 ETS, and Reserve Components.

"It's not just these soldiers who get paid (for this), but each and every one

of us who makes the difference in how we retain our soldiers," said Col. William T. Torpey, INSCOM deputy commander.

INSCOM's Command Retention Sgt. Maj. George Taylor presented each NCO with a Certificate of Achievement from the Noncommissioned Officers Association.



Lau is the INSCOM Chief of Public Affairs at the U.S. Army Intelligence and Security Command.

Starks is an Individual Ready Reserve soldier performing active duty in the INSCOM public affairs office.

Counterintelligence in the Information Age

By Charles E. Harlan, Bryon Line, Maj. Mike Zembruski,
Thermon Allen and Capt. Richard M. Monnard

On a U.S. Army base, a soldier smiles and waves as he walks past the SCIF guard with a ZIP disk in his pocket. The disk contains 100 megabytes of classified information about a new tactical communications system being field-tested. Two days later, the disk is in the hands of a foreign intelligence agent.

In Maryland, the system administrator of a U.S. defense contractor detects a computer hacker attempting to break into the company's computer network. The hacker is a 23-year-old Iranian University student in Denmark attempting to gather information about the optics being developed for a new reconnaissance satellite.

In North Korea, a government agency engages in a prolonged effort to break into the computer systems of U.S. power and telephone companies in the vicinity of U.S. military bases. Their goal is to determine how they could hinder the deployment of U.S. forces in the event of hostilities, by shutting down power and communication systems on a wide-scale.

The above scenarios are the result of advances in computer and communications technology and are of counterintelligence concern. As we prepare to enter the 21st century, we anticipate an explosion of new technologies designed to make information processing and communication faster, more reliable and more secure. The increased sophistication of new technologies will present constant challenges to counterintelligence agents. As our reliance on new information and communication technology increases, so does the risk that our adversaries will exploit inherent security vulnerabilities to access information about U.S. forces, secrets and technologies.

To counter these new and sophisticated counterintelligence threats, we must continually evaluate the mission of counterintelligence organizations, work to improve our traditional operational and investigative skills,

recognize the impact and threat of new technologies, and develop new investigative and operational techniques.

In the past decade, each of the U.S. military services has initiated aggressive long-term modernization programs. These programs reflect our need to integrate new information and communication technologies into military and intelligence systems. They also reflect the lessons we have learned about the need for improved interoperability from recent contingency operations.

The objectives of modernization programs such as *Force XXI*, *Joint Vision 2010*, and *The Army After Next* are to help us understand the probable nature of warfare in the next 30 years, help focus today's equipment development efforts and adjust the structure of the services to improve interoperability. Integral to this long-term modernization process

is an understanding of trends in the development and use of new technologies and how our adversaries will use them to collect information about U.S. forces, technologies and secrets. Identifying and countering the security vulnerabilities of new technologies are an important counterintelligence mission in supporting the warfighters of today and the future.

Two recent events have influenced the counterintelligence mission and how we support warfighters. The first was the development of a joint doctrine of Information Operations and Information Warfare. The second is the ongoing upgrade of intelligence collection management and analysis procedures and databases. We now have a greater ability to track collection requirements and disseminate finished intelligence products than at any time in the past. As we continue to upgrade Department of Defense information and communication systems, we will be able to more rapidly report and access counterintelligence information. As we become more proficient in the management of counterintelligence information, we will be more responsive to warfighters and become a true force-multiplier.

The Department of Defense and the U.S. Army have implemented numerous programs designed to standardize their intelligence operations, reporting, collection and analysis in support of *Force XXI* and *Joint Vision 2010*. These include the *Force XXI Campaign Plan*, *Intel XXI*, *The Army Command and Control Protect (C2 Protect) Implementation*

Plan and the *U.S. Army Intelligence and Security Command Information Operations Campaign Plan*. The recent fielding of more sophisticated collection management and analysis systems has resulted in significant improvements in Department of Defense and U.S. Army collection management and analysis capability. These improvements include: the Department of Defense Intelligence Production Program, the fielding of the Community Online Intelligence Support for End Users and Managers system, the increased access to the Secret Internet Protocol Network, and the fielding of the Counterintelligence/Human Intelligence Automated Tool Set (a portable suite of hardware replacing the Theater Rapid Response Intelligence Package). The combination of the Counterintelligence/Human Intelligence Automated Tool Set and the Secret Internet Protocol Network will give counterintelligence agents an unprecedented ability to pull timely, accurate intelligence products as needed from common user data-

bases. The end result will be a tremendous improvement in the ability of deployed counterintelligence personnel to rapidly report information and access finished intelligence products.

As more intelligence products are pushed down to the Secret Internet Protocol Network, the net effect will be a marked improvement in the ability of counterintelligence personnel to support warfighters with timely, accurate intelligence.

Along with the restructuring of Army units and missions, the vision of a cyber battlefield has resulted in a major revision of Army doctrine, policies and procedures to ensure interoperability between the services. The concept of "information dominance" is reflected in new strategies for command and control warfare. Command and control warfare includes those actions to protect friendly command and control systems and exploit adversary systems. These programs are part of information operations and information warfare.

New policies and procedures, such as Field Manual 100-6, *Information Operations*, have been published to standardize Army information operations and information warfare doctrine and concepts.

Information Operations is now a standard course at the U.S. Army Intelligence Center and School. Electronic preparation of the battlefield, which considers the impact of both friendly and adversary information and communication systems on the battlefield, is now a part of the traditional intelligence preparation of the battlefield process. Counterintelligence will play a role in the conduct of electronic preparation of the battlefield as part of providing multi-disciplined counterintelligence support to warfighters.

Historically, we have conducted counterintelligence investigations to protect, detect, neutralize, exploit, or eliminate foreign espionage activities directed against the Department of Army or Department of Defense personnel, information, materiel and ac-



tivities. The threat to Department of Defense and U.S. Army information and communications system comes from many sources. Non-traditional adversaries use the so-called "Information Super Highway" (Internet) to obtain high technology and defense information from the United States while continuing to target the U.S. Army in search of information and exploitable vulnerabilities. The operative words in counterintelligence investigations are still "protect" and "neutralize." However, *protect* and *neutralize* can become more difficult in cyberspace espionage. As with other means of espionage, information is the target. Now, cyber spies can obtain protected information without the need for physical theft. The ability of computer hackers to mask their locations by routing their communications through networks in numerous countries coupled with the lack of a coordinated international effort to prosecute transnational computer crimes presents a tremendous challenge to counterintelligence agents in identifying, exploiting or neutralizing sources of computer attacks.

The U.S. Army Intelligence and Security Command leaders recognized the technical complexity and operational cost associated with this critical mission area. As a result, the 902d Military Intelligence Group's mission, role, and responsibility to investigate computer espionage have expanded. The U.S. Army Intelligence and Security Command designated the 902d Military Intelligence Group as its (and the Army's) major subordinate command counterintelligence focal point for computer counterespionage investigations and training.

The Information Warfare Branch, 310th Military Intelligence Battalion, 902d Military Intelligence Group, supports counterintelligence investigations involving computers. The creation and staffing of this organization indicates the future direction

of counterintelligence support to warfighters as well as the commitment of the U.S. Army and intelligence community to maintaining a technological lead over our adversaries.

A key role of counterintelligence in the next century will be to identify vulnerabilities created by new technologies and recommend countermeasures while remaining vigilant for traditional human intelligence threats. This role implies the need for counterintelligence involvement throughout the planning and development process and fielding of new information and communication systems. The establishment of the Information Warfare Branch represents a "rethinking" of how counterintelligence responds to deter an unprecedented foreign pursuit of vital information and technologies via the Internet.

The Information Warfare Branch supports the 902d's counterespionage/counterintelligence investigations and operations mission, and conducts multidiscipline counterintelligence operations in support of Department of Army and selected Department of Defense agencies in peace and war. The mainstay of branch operations is its computer investigative capability, integrating counterintelligence technical support activities into a defensive information warfare posture. The protect friendly command and control systems' capabilities consist of the information warfare laboratory for its collection, investigations, media analysis and support to field operations. Its mission is to conduct counterespionage investigations of U.S. Army Computer Systems using network analysis, media analysis and internally developed protection methodologies. The Information Warfare Branch operates from a recently renovated facility, using state-of-the-art systems and security architectures.

Functional areas include media

analysis, investigations, Internet analysis, and network analysis. The Information Warfare Branch provides direct support to the U.S. Army Intelligence and Security Command's major subordinate commands for *all* computer counterintelligence investigations.

To prepare the 902d and other commands for sustained mission capability, the 902d's Technical Counterintelligence School upgraded its classrooms and curriculum to ensure counterintelligence agents learn the skills needed to investigate successfully, and bring to prosecution, individuals committing computer espionage. The Technical Counterintelligence School, provides agents with fundamental and advanced understanding of computer technology, its application to espionage endeavors and the challenges associated with investigation of such cases. The first class of specially trained agents graduated in August 1997.

The 902d's Army Counterintelligence Center provides analytical support for the Army information warfare mission. The Army Counterintelligence Center provides analysis and production support on the counterintelligence aspects of information warfare for the Information Warfare Branch. Under oversight of the Center, a three-person analysis team performs dedicated multidisciplined counterintelligence analysis and production to focus the 902d's computer counterespionage investigation mission.

The 902d Military Intelligence Group is not alone in the information operations/information warfare arena. The Land Information Warfare Agency, a Department of the Army activity operating within headquarters, U.S. Army Intelligence and Security Command, works in concert with the U.S. Air Force Information Warfare Center, the U.S. Navy Fleet Information Warfare Center, and the Naval Information Warfare Activity.



Counterintelligence agents gain a fundamental as well as advanced understanding of computer technology, its application to espionage endeavors and challenges associated with case investigations. (Photo courtesy of the 902d MI Group)

Army incident reporting policy requires the 902d and the U.S. Army Criminal Investigation Command to execute joint investigative responses to computer attacks. In support of Land Information Warfare Agency requirements, the Information Warfare Branch coordinates with the Army Criminal Investigation Command and local offices. This includes the U.S. Army Intelligence and Security Command's Army Central Control Office, CONUS Sub-Control Office, as well as 308th Military Intelligence Battalion regional offices and military intelligence detachments to determine investigative jurisdiction (criminal or counterintelligence).

Under the U.S. Army Intelligence and Security Command Information Operations Campaign Plan, the Information Warfare Branch provides direct support to the command's major subordinate commands involving all major computer counterespionage investigations. A select team of agents coordinate through normal channels with the designated major subordinate command points of contact and deploy as required with specialized in-

vestigative equipment.

The challenge to the counterintelligence community for the next 30 years will be to monitor new technologies, anticipate friendly vulnerabilities, develop counterintelligence operational and investigative techniques to counter new threats and strive to develop and maintain seamless counterintelligence systems that enhance interoperability.



Charles E. Harlan is assigned to the 902d Military Intelligence Group S3 staff. Bryon Line is the director of operations, S3, 902d Military Intelligence Group.

Maj. Mike Zembrzski is the S3, 310th Military Intelligence Battalion, 902d Military Intelligence Group. Thermon Allen is a member of the Group S3 staff. Capt. Richard M. Monnard is the S2, 1-17 Cavalry Squadron, 82d Airborne Division, and former commander of Company B, 310th Military Intelligence Battalion, 902d Military Intelligence Group.

10 Things NOT to put on a DoD Website



Classified, for official use only or unclassified sensitive information



DoD contractor proprietary information



Privacy Act information



Sensitive mission data, such as unit capabilities or performance



System capabilities, vulnerabilities, concept of operations, architectures



Social security number



Home address



Date of birth



Detailed family members information or pictures



Itineraries

704th

soldiers stand in silent tribute

By Pfc. Jesse Rostveit

Troops of the 704th Military Intelligence Brigade stood on the hot tarmac in silent tribute last August as the remains of five U.S. soldiers were returned to the United States at Dover Air Force Base, Dover, Del. The soldiers, members of the 204th Military Intelligence Battalion, 513th Military Intelligence Brigade, were killed when their RC-7 aircraft crashed in South America during a mission flight. Two Colombian officers also died in the accident.

Three separate repatriation ceremonies were conducted to honor the fallen soldiers. The bodies of Chief Warrant Officer Thomas Moore and Pfc. T. Bruce Cluff arrived at Dover Air Force Base at 2:30 a.m. on Aug. 1, while Cpt. Jennifer Odom was returned Aug. 3. In the afternoon of Aug. 11, the remains of Capt. Tony Santiago and Pfc. Ray E. Kreuger were returned.

Secretary of the Army Louis Caldera said Aug. 1 that the soldiers, "...made this sacrifice to protect our nation's youth ... to protect our families from the violence of drug trafficking gangs ... Our nation owes these soldiers our deepest respect and thanksgiving for their patriotic service."

Gen. (Ret.) Barry McCaffrey, speaking on behalf of President Clinton, said, "A grateful nation extends its condolences and thanks to these selfless soldiers and their families."

McCaffrey, who leads the United States' war on drugs, said "these dedicated Americans and their Colombian comrades were engaged in the vital work of combating illegal drug trade."

Army Chief of Staff Gen. Eric Shinseki, Sgt. Maj. of the Army Robert Hall, INSCOM Commander Maj. Gen.



Soldiers of INSCOM's 704th Military Intelligence Brigade prepare their flag for the Repatriation Ceremony held at Dover Air Force Base, N.J. (Photo by Sgt. Robert Timmons)

Robert W. Noonan Jr., 704th Military Intelligence Brigade Commander Col. Gary Royster, and INSCOM Command Sgt. Maj. Ronald D. Wright were also on hand Aug. 1.

On Aug. 3, U.S. Attorney General Janet Reno and Army Vice Chief of Staff Gen. John Keane joined Caldera, Noonan, Royster and Wright in repatriating the remains of Odom.

Reno, Under Secretary of the Army Bernard Rostker, Noonan, 742nd Military Intelligence Battalion Commander Lt. Col. Jerry Sharp and 704th Command Sgt. Maj. Gary Lowry stood in silent honor for the final reception ceremony on Aug. 11.

The 704th Military Intelligence Brigade soldiers volunteered to lend support at all three ceremonies.

Brigade leaders asked for volunteers early Friday morning and soldiers ranging from private to captain answered the call. The 704th soldiers departed

Fort Meade, Md., at 4:30 p.m. July 31, again at 7 p.m. Aug. 3, and at 11 a.m. Aug. 11 on the two-hour trek to Dover.

"I volunteered because as military we are one big family. We are all fighting to protect our country," said Pvt. Andrew Balias, of Headquarters and Headquarters Company. "Everyone should be honored. Every job in the Army counts, no matter what it is. Everyone needs recognition, especially if they die because they were doing their duty."

"Basically, volunteering was the right thing to do," Balias added.

Participation in the ceremony is considered a great honor.

"The ceremony is very important," said Pfc. Lucas Pettigrew, a member of the 704th Military Brigade Select Honor Guard who volunteered. "It is a very symbolic and traditional ceremony. You have to pay respect to fallen com-

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APIC opens in Hawaii

The Army Pacific Intelligence Center opened Dec. 14, 1999, in ceremonies at Fort Shafter, Hawaii.

The 205th Military Intelligence Battalion, 500th Military Intelligence Group, INSCOM, took a huge leap into the future with the development of this advanced facility. APIC represents the best of 21st Century intelligence collection and will allow the 500th Military Intelligence Group to use the latest developments in information and communications technology.

According to the ceremony program, "The mission of the Army Pacific Intelligence Center is to provide continuous and relevant all-source intelligence support to the commanding general, United States Army Pacific. We accomplish this with tailored analysis, reporting, and production focused on satisfying the intelligence and information

requirements of the commanding general, USARPAC, and staff. We must also be ready with minimal advance notice to deploy intelligence support elements, counterintelligence force protection teams, and special-purpose intelligence communications equipment and teams to support the ground component of a joint task force. As demonstrated most recently in East Timor, we have met that challenge and will continue to do so in the future."

Col. John M. Chiu, commander, and other members of the 205th Military Intelligence Battalion, were among the first to arrive on Shafter Flats for the ribbon cutting. They were joined by Lt. Gen. Ed Smith, commanding general, U.S. Army Pacific; Col. Michael J. Baier, commander, 500th MI Group; and Col. Thomas McNamara, USARPAC chief of staff, Intelligence.

From a single building, soldiers can

access national, regional, and tactical databases and communicate via satellite to any point in the Pacific, according to the ceremony program. APIC soldiers can send and receive intelligence reports and imagery products anywhere in the world. The center will also have a secure video teleconferencing capability, once fully functional.

The APIC will serve as "one stop" shop for multi-discipline intelligence products for the Pacific region. It centrally locates all analysts; the increased synergy of effort will result in higher quality and volume intelligence production.



This article courtesy of the 500th Military Intelligence Group public affairs office.



Col. Michael J. Baier, commander, 500th MI Group; Lt. Gen. Ed Smith, commanding general, U.S. Army Pacific; and Col. Thomas McNamara, U. S. Army Pacific chief of staff, Intelligence, untie the traditional Hawaiian lei to officially open the new Army Pacific Intelligence Center. (Photo by Sgt. William Cecchini, 205th MI Bn, 500th MI Group)

501st MI Brigade wins DA award

By Maj. Donald E. Anderson

Congratulations to the 501st MI Brigade, which grabbed first and second place in the Army Chief of Staff Supply Excellence Award competition. Headquarters and Headquarters Company, 501st Military Intelligence Brigade, Korea, won in the category "A" MTOE unit, level I (A) Company size element with property book. The 532d Military Intelligence Battalion, Korea, placed second in the category "A" MTOE unit, Level II (A) Battalion with property book.

To compete, units must receive a commendable rating during the brigade and Headquarters INSCOM Command Supply Discipline Program evaluation. DA staff experts evaluated nominated units between January and June 1999 before selecting the winners. (For related story, see page 19.)



Anderson is assigned to the ACofS, G4 at Headquarters INSCOM, Fort Belvoir, Va.

ITRADS supports Mountain Eagle X

Story by David M. Ice
Photos courtesy of ITRADS

"One of the biggest reasons for failure in the field of battle is not knowing what to do next and, in most cases, this is the result of not having been trained thoroughly in what to expect on the battlefield."

— General Orlando Ward

In November 1999, the INSCOM Training and Doctrine Support Detachment (ITRADS) provided counterintelligence and human intelligence support and training to Rotation 00-02, Mountain Eagle X. The exercise was conducted at the Joint Readiness Training Center, Fort Polk, La.

Mountain Eagle X, a mission rehearsal exercise, was conducted to certify several units selected for deployment to Bosnia-Herzegovina in March 2000 to serve as Stabilization Force 7. Those units included the 49th "Lone Star" Armored Division (Texas Army National Guard), the 3rd Armored Cavalry Regiment as well as selected subordinate units.

This was not a typical rotation to Joint Readiness Training Center. The mission rehearsal exercise replicated the operational and tactical environment of Task Force Eagle in Bosnia-Herzegovina (e.g., civilians on the battlefield, non-governmental organizations, international organizations, allied forces, and Entity Armed Forces). The complex and realistic locations, activities and attitudes were set by 7,000 participants, including more than 1,000 role players (about 200 were ethnic Bosnians) "in the box," providing the closest encounter with the battlefield as is possible in

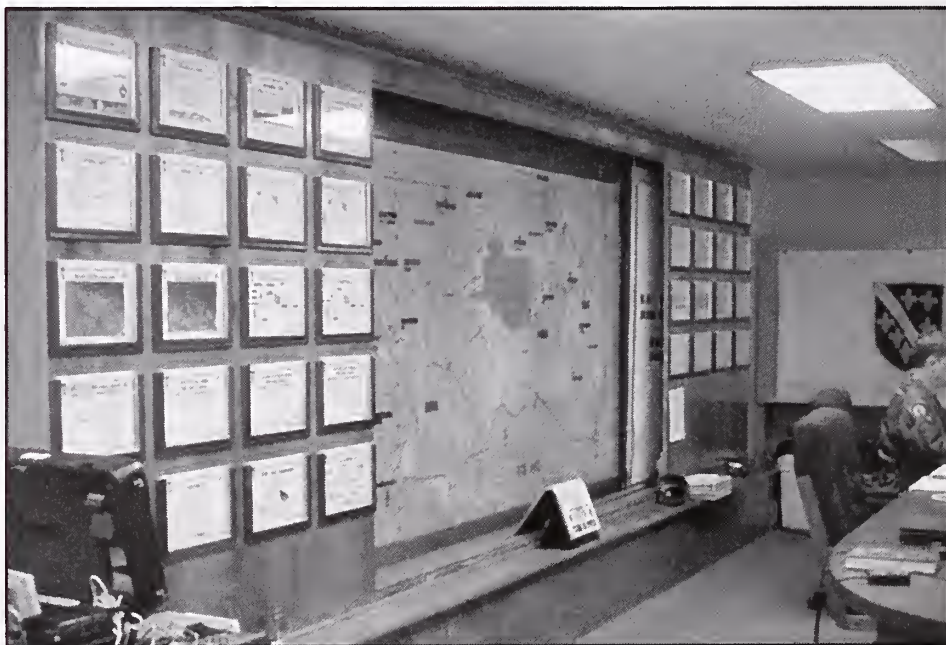
a peacetime environment. Participants played the roles of mayors, police chiefs, businessmen, vendors, farmers, criminals, rogue military commanders and politicians, and persons indicted for war crimes.

ITRADS organized a contingent of 30 counterintelligence and human intelligence professionals from INSCOM, Fort Huachuca, Ariz., Defense HUMINT Services, the Ministerie Van Landsverdediging Dienst Militaire

Veiligheid (SGR/S) in Belgium and the Joint Services Intelligence Organization in Chicksands, United Kingdom. The contingent also included the French and German Liaison Officers and the United Kingdom and Australian Exchange Officers assigned to the U.S. Army Intelligence Center at Fort Huachuca, Ariz.

"Our priority," according to Col. Jerry W. Jones, ITRADS commander, "was to coach, teach and mentor the G2X, the Task Force S2s, the force protection teams, and the 629th Military Intelligence Battalion (Maryland Army National Guard) in the planning and execution of counterintelligence and human intelligence operations in Bosnia-Herzegovina."

They accomplished their mission by simulating and replicating Allied Military Intelligence Battalion (AMIB) activities, Defense HUMINT Services operations, tactical human intelligence



CI and HUMINT Exercise Control Center.

source operations, Entity Intelligence Service collection activities, and conducting additional training for the 629th MI Battalion throughout the area of responsibility. Contingent members presented classroom instruction on interpersonal skills, cross cultural communications, counterintelligence screening operations, human intelligence operations, intelligence contingency funds, CHATS, G2X roles and functions, and strategic-to-tactical counterintelligence and human intelligence relationships.

All counterintelligence and human intelligence scripting and reporting were performed by the contingent at the Counterintelligence and Human Intelligence Exercise Control Center. They produced dossiers and supporting documentation for six counterintelligence force protection sources and 12 one-time sources. They prepared the role players to meet with the force protection teams on a daily basis. Instructors from the Counterintelligence Force Protection Source Operations School acted as observer/controllers and facilitated a "hand-off" of sources prior to the transfer of authority from the "10th



Scripting and report writing at the CI and HUMINT Exercise Control Center.

Mountain Division" to 49th Armored Division.

The contingent executed Entity Intelligence Service collection activities on the base camps. The purpose was to collect data regarding organization, capabilities, and intentions of Task Force Eagle forces. This effort included two Entity Intelligence Service officers, both

case handlers from two separate allied nations, and 15 agents.

Information collected by the agents was released to Task Force Eagle through the G2X during the exercise. The results of these operations illustrated critical operational security issues requiring quick resolution by the 49th Armored Division and 3rd ACR.

The contingent executed two to four Allied Military Intelligence Battalion patrols in the area of responsibility each day. Members of the United States and five allied nations represented the Allied Military Intelligence Battalion with extensive experience in the Balkans, Ireland, and other parts of the world. Allied members visited many replicated villages and communities to meet and develop contacts during these patrols. They conducted liaison with Task Force S2s. The patrols provided daily NATO reports through the Counterintelligence and Human Intelligence Exercise Control Center, information for scripted documentation, mock official (albeit non-U.S.) "traffic" and mentoring to intelligence personnel. Patrol members collected data in response to requests for information from the G2X and Task

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Counterintelligence Force Protection Source Operations instructors serving as force protection team observer/controllers (O/C).

Shots from the



Maj. Gen. Robert W. Noonan promotes a young soldier of the 3d Military Intelligence Battalion, 501st Military Intelligence Brigade. (Photo by Capt. Thong Nguyen)



Gary Wilson, 732nd Military Intelligence Battalion, 703rd Military Intelligence Brigade shows



INSCOM commander listens to the troops in Kuwait (Photo by Sgt. Jay Rivera)

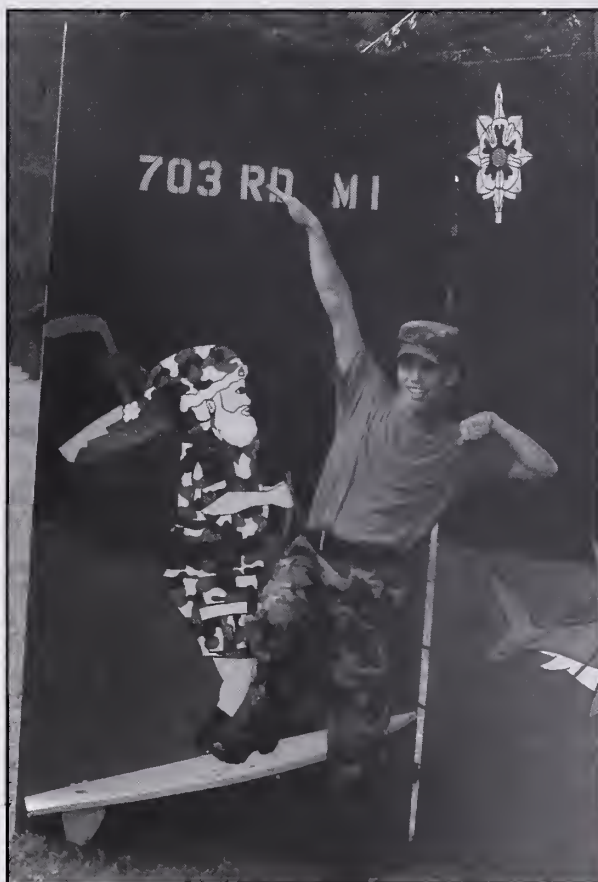


501st Military Intelligence Brigade soldiers rehearse offensive baton techniques during riot

field



the form that won him the MVP award. (Photo by Sgt. Janis Levonitis)



Sgt. Daniel Buchler, 703rd Military Intelligence Brigade supply sergeant shows his artistic talent. He has created the brigade's Christmas card for the last three years. (Photo by Sgt. Janis Levonitis)



Mock detainees are screened before gaining access to the holding area during an exercise at the 513th Military Intelligence Brigade. (Photo by Sgt. Jay Rivera)



control training in Youngsan, Korea. (Photo by Pfc. Denise Wright)



Members of the 500th Military Intelligence Group host seven graduates of the former Sobudai Imperial Army Military Academy as part of an officer professional development session. (Photo by Staff Sgt. James Core)

AFAP

gets fire power from Army leaders

By Michelle Norwood,
513th MI Brigade Family Member

"My voice doesn't matter..."

"I'm only one person..."

"They'll never hear this at the top..."

How many times have you heard comments like this (and... maybe said it yourself?) when you saw an Army quality of life issue you felt really needed fixing?

The Army Family Action Plan (AFAP) is YOUR forum to make real change and fix problems.

AFAP, formed in 1983, has grown into an Installation-level and Army-wide forum for Active and Reserve soldiers, family members, civilians and retirees to address our issues.

The Process In Action

As a member of INSCOM's delegation to the 1999 AFAP planning conference, I experienced the process in action. As a family member from the 513th MI Brigade, I joined 1st Sgt. Tim Soderlund (from B Company, 732d MI Battalion in Schofield Barracks, Hawaii), Amy Killam (a family member from C Company, 66th MI Group, Bad Aibling Station, Germany), and 124 other Army delegates to address what you and your fellow Army family members told us were the most important issues confronting the Army community today. The delegates included 58 soldiers, 45 spouses, 27 Army civilian employees, nine youths, and six retirees. The conference truly represented the "Army Family".

The conference's main goal was to identify and prioritize the quality of life

issues that installation and MACOM AFAP groups said were the most important. Other conference objectives included defining the five most valuable services the Army provides, the top active AFAP issues, and the top issues from this current conference.

Nine working groups evaluated over 126 issues from the field and cut them to 27 realistic issues AFAP could best pursue.

The Engine of Change

The issues covered many categories. The working groups included two focused on entitlements, two on medical and dental issues, and one each on installations and finance, force support issues, family support issues, youth issues, and housing and relocation.

Working in a small-group dynamic, our challenging task was to cut our issues to three. The process worked!

The Power for the Engine

All engines of change need the power and the push to make things happen. AFAP's power comes from the highest levels of the Army. Remember that remark above, "They'll never hear this at the top..."? The other delegates and I witnessed first-hand the Army leaders' support for and commitment.

AFAP has a General Officer Steering Committee (GOSC) structure headed by Gen. John Keane, the Army Vice Chief of Staff. The GOSC provides the institutional knowledge and direction to take AFAP's unresolved prioritized issues further for Army, DoD, congressional, or executive resolution. AFAP's GOSC includes the Sergeant Major of the Army, MACOM com-



Michelle Norwood, INSCOM AFAP Conference delegate from the 513th MI Brigade at Fort Gordon, Ga., receives a visit from Army Chief of Staff Eric K. Shinseki. (INSCOM photo)

manders and command sergeants major, senior spouses, representatives of the Chief of Staff's Retiree Council, the Association of the United States Army, and the National Military Family Association.

Eighteen delegates from the working groups brought 19 issues to the AFAP GOSC. The GOSC determined six were "complete" (resolved within the Army framework), one (a request to explore new Reserve retirement pay options) was "unattainable" given budget and resource constraints, while 12 remained "active" (requiring further effort). These issues were added to previous active (working) AFAP issues.

The GOSC also heard reports from the nine committees on their top three issues. One issue was resolved on the spot. The Family Support Committee had identified a problem with official mail channels and Family Support Group (FSG) newsletters. Because of conflicts with the official mail regulatory definition of "personal" and "unofficial" information, FSGs in the field absorb the cost of mailing newsletters and internal information materials. The committee's recommendation to change the rules to allow use of Army official mail for FSG newsletters not only received instantaneous GOSC support, but also verbal permission to begin immediately.

Those "At the Top" Have Heard...

Army Chief of Staff Gen. Eric K. Shinseki addressed the AFAP Conference Nov. 19. Accompanied by his wife, Patty, Shinseki tied AFAP's efforts into one of his six major Army themes, the "well-being of soldiers."

Just before he took his post as Chief of Staff, Gen. Shinseki and his wife traveled extensively around the world to hear first-hand about "some of the very issues you're actually dealing with here in this AFAP."

"When we talk about well-being, the quality of housing, access to health and dental care, the availability of adequate community facilities, access to excellent schools for our children, these are only a few of the main issues we have to address," said Shinseki.

The general added that well-being is also about units, soldiers and families with more predictability about deployments and less turbulence, a fully manned force, a personnel system that lets everyone reach their full potential, a steady retirement system with reasonable benefits, and full honors for veterans at the end of their lives for faithful service to the nation.

"All of this is essential to well-being...well being is readiness...these are not luxuries."

"You help us in ways you never fully understand," Gen. Shinseki said. "Because you help the Army take care of our own, our soldiers are better assured their families are well-cared for when they are deployed to those faraway places – the names of which we can't even pronounce."

Lt. Gen. David Ohle, the Army's deputy chief of staff for personnel, also addressed the AFAP Conference and echoed Shinseki's view on the importance of equating well-being with quality of life issues.

"I think that's appropriate, because everyone has a different definition of what quality of life is all about. We're in the process of defining what well-being is all about. There is a core package that we're all pledged to support:

pay, retirement, housing and medical. The centerpiece is what we've got to work on, this quality of life aspect," he said.

Sergeant Major of the Army Robert E. Hall followed Ohle and summed up "soldiering" and the importance of AFAP's work.

"They do so much and ask for so little. They depend on us for support activities so when they deploy they can do so with a degree of confidence that their families are taken care of. Caring for soldiers isn't about making things easy; it's about creating an environment where soldiers and families can achieve goals and dreams," he said.

A Message for Commanders and Command Teams

Since 1983, AFAP has raised 400 issues to the AFAP GOSC and Army Staff. This has resulted in 58 separate pieces of legislation, 125 new or revised policies and 122 new programs that have not only improved the quality of life for Army families, but also for all U.S. military families.

Commanders and command teams must ensure the word gets out through information channels about AFAP, what it is and what it can do.

Issues start at the installation-level AFAP committee, work through the MACOM, and then to Army AFAP. Everyone involved is on an equal footing as members of the "Army family."

My experience at this last AFAP Conference allows me to tell you that AFAP is vital to our Army Family morale and welfare, and that IT WORKS!

Contact your installation Morale, Welfare, and Recreation Office, or go to the web at <http://www.armymwr.com> to find out more information on AFAP.

Author's Note: AFAP quotes provided with assistance from U.S. Army Community and Family Support Center.



Michelle Norwood is an Army spouse; her husband is a member of the 201st MI Battalion, 513th MI Brigade, Fort Gordon, Ga.

Top Five AFAP Issues for 1999

1. Basic Allowance for Housing (BAH) Appropriation and Data Collection Criteria.
2. Graduation Requirements for Transitioning High School Family Members.
3. TriCare Vision Plan.
4. Educational Transition Assistance for K through 12th grade Military Family Members.
5. Standards of Funding for AFAP and Army Family Team Building (AFTB).

Top Six Active AFAP Issues

1. Military pay diminishment due to inflation
2. Establishment of a Military Savings Plan (similar to a civilian "401K")
3. Funding for construction and revitalization of Army family housing
4. Lack of choice in family member dental plan
5. Medical care at remote locations
6. Funding for the Army Career and Alumni Program (ACAP)

Five Most Valuable Services

1. Medical/Dental Care
2. Housing
3. Commissary Benefits
4. Army Family Action Plan Retirement Services

(continued from page 18)

our connectivity includes JWICS, SIPRnet, OSIS, NSAnet, and RCAS. Our language facilities incorporate labs with SCOLA, interactive language software, and video teleconferencing.

A by-product of training for mobilization is intelligence production and support to active component (AC). Last year we got the call several times. The answers to those calls took soldiers of the 300th to 47 countries and 4 theaters. Brigade linguists provided more than 79,000 man-days of support to AC operations. Soldiers from our six military intelligence battalions (linguist) worked an average of 30 man-days each during the 90 days of summer, 1999. These soldiers volunteered to support operations as "training" for mobilization.

We're proud to shoulder the responsibility that our mission brings. That's not where our responsibilities end however. We're also quite busy training to be lawyers, computer automation consultants, dentists, landscapers and truck drivers, because you see, we are citizen soldiers. These patriotic fighters are ordinary men and women, not soldiers by trade. That's right, the 300th MI Brigade is part of the Army National Guard. We're here to answer the call just as National Guard Troops have done throughout the history of our great nation. Minutemen have fought from pre-Declaration of Independence militias to Desert Storm, from Concord, Lexington and Valley Forge to Normandy, Berlin and Vietnam. Minutemen, like Colonel George Washington and Captain Abraham Lincoln,

inspired the spirit of service to country as a part time force.

Do we want to be full-time soldiers? Well, a few trainees get a taste for military life and go full-time, but for the rest of us that's not our goal. Some of us have already been there. Others have only been in the Reserve Component. We have found our niche in the National Guard. We admire those who choose to make the commitment to be full time, active duty soldiers. To honor you and our country we stand ready, willing and able to answer the call for help. Thank you INSCOM for honoring us by choosing the 300th Military Intelligence Brigade (Linguists) to be on the team.



Article provided by the 300th Military Intelligence Brigade.

(continued from page 28)

rades — they died for their country. Being a part of the ceremony made me feel proud to be in the Army."

Command Sgt. Major Melvin Johns, 741st Military Intelligence Battalion, who led the volunteer detachment, has been part of ceremonies like this before but this was the first time he had the opportunity to lead one.

Johns said he was, "honored to be there because it showed the Army always takes care of its own." He added

that if he were to go down in battle, he takes comfort in knowing the Army will be there to bring him home. Johns said he believed the 704th soldiers participating in the ceremony understood its significance.

Prior to the final ceremony on Aug. 11, Chief Warrant Officer Wallace Price told the volunteers, "this is what we're about, we're all about soldiers. If there's any way possible, we don't leave anyone behind, we bring everybody home."

Chaplain (Col.) Sir Walter Scott, INSCOM's chaplain, put it best when he said, "May our actions of services, honors and support provided be the greatest tribute that we can show to those souls who paid the ultimate sacrifice for their country with their lives."



Rostveit is assigned to Headquarters and Headquarters Company, 704th Military Intelligence Brigade.

(continued from page 31)

Force S2s throughout the area of responsibility.

The Counterintelligence and Human Intelligence Exercise Control Center scripted and coordinated all Counterintelligence and Human Intelligence "leads" to the G2X to drive scenario play. These "leads" included NATO reports, inserts into the exercise Night Owl, Defense Human Services and Defense Attaché reports, and subject matter expert advice to various intelligence summaries.

The key to providing this critical sup-

port to Mountain Eagle X was combining expertise from a varied group. Members represented the United States and five allied nations with extensive Balkans experience to ensure the deploying units were well trained in the execution of future counterintelligence and human intelligence operations in Bosnia-Herzegovina. Maj. Gen. Robert W. Noonan Jr., INSCOM commander, relayed his comments to the ITRADS commander following a review of the after action report.

"The desire of the allied officers who participated in this exercise to be a part

of future exercises is a clear indication of the realistic training the contingent conducted, and its relevance to the unrest in Bosnia-Herzegovina and other parts of the world where our troops deploy. Consequently, it is imperative that we continue to devote our energies to training," said Noonan.



Ice is assigned to the INSCOM Training and Doctrine Support Detachment at Fort Huachuca, Ariz.

Koltz awarded

Division chief Roger Koltz was recognized in November for his outstanding support of Army Reserve Component personnel. For his efforts, Koltz received the "My Boss is a Patriot" certificate of appreciation from Col. Gary Phillips, commander at the National Ground Intelligence Center, on behalf of the national Committee for Employer Support of the Guard and Reserve.



Roger Koltz

Koltz was nominated for the award by 1st Lt. James McNutt, 2nd Battalion, 116th Infantry, Virginia Army National Guard; Capt. John Lynch, 1st Battalion, 311th Infantry, 4th Brigade, 78th Division (Exercise), U.S. Army Reserve; and Maj. Michael Knapp, U.S. Army Reserve individual mobilization augmentee. *(Submitted by Maj. Michael Knapp)*

TRICARE Prime Remote may be for you

TRICARE Prime Remote is the new health care delivery program designed to improve access to health care for remotely assigned active duty service members within the continental United States. Dental care is also covered. There is no pre-authorization required for primary care, however pre-authorization is required for specialty care.

Service members who reside and work more than 50 miles from a military medical treatment facility may qualify for TRICARE Prime Remote (TPR) care. The program is open to active duty service members and reservists or National Guard members on orders for active duty for more than 30 consecutive days. In cases where geographic boundaries cause the driving time to exceed one hour, members living closer than 50 miles may be eligible to enroll in TPR.

You are NOT automatically qualified; you must complete and mail in an enrollment form to obtain these benefits. To find out if you are eligible, check the TRICARE Prime Remote web site at (<http://www.tricare.osd.mil/remote/>) and follow instructions.

Soldiers who have questions or problems with the TRICARE system can contact the help line for assistance at (TRICARE_help@amedd.army.mil). *(Submitted by Col. Martha Lupo)*

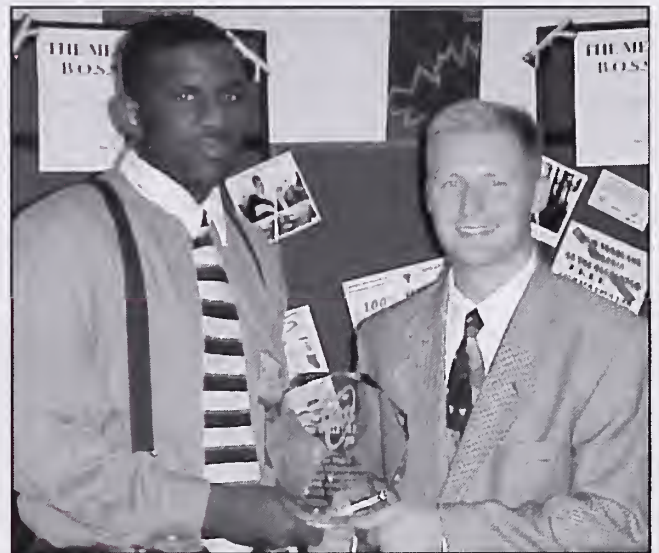
Logistics Warrior Award created

The newly created "Logistics Warrior Award" recognizes an individual who demonstrates excellence in the field of lo-

gistics at the 703rd Military Intelligence Brigade. The award was the idea of Maj. Ben Henderson, brigade S4. The quarterly award includes soldiers and civilians working in supply, maintenance and engineering areas.

Congratulations to the first three Logistics Warrior Award winners: Spc. Christina Deshields, supply sergeant; Spc. Kristopher Lindsey, staff engineer; and Sgt. Steven Barnett, brigade property book NCO. Along with a certificate, winners get a unit coin and a free lunch at their favorite restaurant. The Logistics Warrior Plaque carries the names of all winners; their framed photos hang on the wall below the plaque.

For more information on this award, contact Henderson at (808) 655-9676 or DSN 455-9676. *(Submitted by Maj. Ben Henderson)*



SrA Kristopher Keith and CTR3 Eric Edwards of Menwith Hill Station at the 1999 Army Wide BOSS Conference, displaying trophy for BEST SMALL INSTALLATION worldwide.

(Photo by Spc. Richard Marvich)

Menwith Hill Station quality of life exceptional

Congratulations to the Royal Air Force Menwith Hill Station, United Kingdom (BOSS) program which won first place in the "Best Small Installation" Army-wide competition. The model program addresses key issues dealing with quality of life, recreation and leisure and community service. Keeping up with the times of change and diversity, this unique program is open to all single soldiers, airman, sailors, Marines and civilians stationed at Menwith Hill.

(Submitted by Kristopher Keith)

Detachment folds wings

For nearly 35 years, the soldiers of the Phoenix Aviation Detachment have provided a variety of aviation support to the soldiers of the 501st Military Intelligence Brigade.

That mission officially ended Apr. 30, 1999 when the detachment was disestablished.

Flying their last mission Nov. 30, 1999, the aviators piloted the last Army UH-1 Huey helicopter to be flown in the Republic of Korea. This fact is one the units bears with great pride, said Capt. Thomas L. Prescott, the detachment's commander.

"I think we performed a significant service to the detachments," Prescott said, referring to the brigade's isolated outposts near the Demilitarized Zone. "Being a small unit gave us the ability to develop a rapport with the soldiers in the detachments."

While performing routine missions of airlift support for the brigade, the Phoenix soldiers provided personal support to the soldiers on the remote detachments. That's something that will be lost as the 17th Aviation Brigade assumes the missions of the Phoenix detachment, Prescott added.

"Big aviation units just don't have the time to tailor their support to every unit they support," he said.

The disestablishment of the Phoenix Aviation Detachment marks the end of more than three decades of aviation sup-

port to the 501st Military Intelligence Brigade.

While the Phoenix Aviation Detachment was formed in 1964, the unit traces its roots back to the 508th U.S. Army Security Agency, a unit created just after the Korean War.

(Submitted by Sgt. Keith Tidwell)

INSCOM Conference Room named for Robert G. Wallace

Maj. Gen. Robert W. Noonan Jr., INSCOM commander, in a ceremony at the command's headquarters, Fort Belvoir, Va., on Oct. 15, 1999, dedicated a conference room in the memory of Robert W. Wallace, a retired sergeant major.

"Bob Wallace's outstanding leadership and technical expertise greatly contributed to INSCOM's becoming the Army's recognized leader in intelligence, security and information operations," said Noonan.

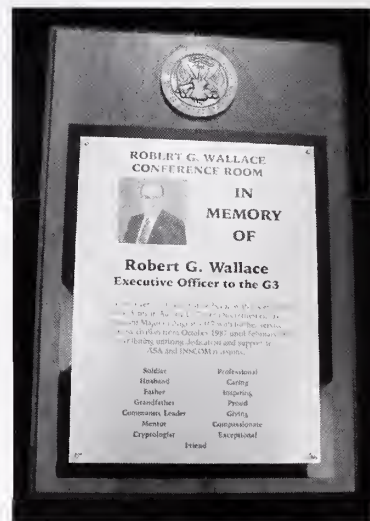
Located in the Operations Directorate of the headquarters' Nolan Building, the conference room was named for Wallace in honor of his over 40 years of service as both a soldier and a Department of the Army civilian.

Wallace's military career began in 1957 as a Morse Code operator with the Army Security Agency, and culminated in his retirement in 1987, after serving as the operations sergeant major at Headquarters INSCOM. From 1987 until his death in February 1998, Wallace was the executive officer for INSCOM's Deputy Chief of Staff for Operations. In 1998, INSCOM awarded Wallace the Meritorious Civilian Service Award posthumously for his dedicated service during his tenure as the executive officer.

JTF-CND opens operations center

The Defense Department's Joint Task Force-Computer Network Defense (JTF-CND), under the command of Air Force Maj. Gen. John H. Campbell, officially opened its operations center in Washington, D.C. on Aug. 12, 1999.

"This has truly been a team effort among the military services, DoD agencies, commanders-in-chief, Defense Infor-



Plaque dedicated to Robert Wallace hangs outside conference room. (Photo by Robert Bills)



1st Sgt. Gary Hamric studies his dominoes in the 501st MI Brigade's Organizational Day Domino Tournament. He went on to take first place in the event. Hamric is the first sergeant for Headquarters and Headquarters Company, 501st MI Brigade. (Photo by Staff Sgt. Keith Tidwell)

mation Systems Agency, and DoD's senior leadership," said Campbell. "The JTF would not be where it is without the foresight and tremendous efforts of all of these people."

The JTF-CND's operations center operates 24 hours a day, seven days a week.

It began Dec. 30, 1998, and includes a staff of traditional command and control operators, reserve personnel, and those with information technology and intelligence backgrounds.

The JTF-CND has components from each of the military services and the Defense Information Systems Agency's Global Network Operations and Security Center.

The JTF components monitor their networks, incidents and technical vulnerabilities and report this to the JTF. The JTF then correlates the information and determines if incidents are occurring in two or more of the military services or whether a particular incident could potentially affect an ongoing military operation. When DoD-wide intrusions are detected, the JTF is responsible for coordinating and directing recovery actions to stop or contain damage and restore network functions to DoD operations.

Now at full operational capability, the JTF's mission also includes developing contingency plans and monitoring military computer emergency response team alerts, warnings, and advisories and providing input to these reports.

(Submitted by Melissa Bohan)

Soldiers' benefits increase

Legislation contained in the fiscal year 00 Authorization Act, signed Oct. 5, 1999, provides for soldiers' basic pay to increase by 4.8 percent starting Jan. 1, 2000. The Act also contains provisions for a targeted military pay reform containing a second increase effective July 1, 2000.

Other pay changes also benefit soldiers who stay in the Army. As of Oct. 1, 1999, diving duty pay will increase for both officers and enlisted soldiers. Effective in April 2000, the maximum amount of foreign language proficiency pay will increase from \$200 to \$300.

The enlistment period for a critical skill is reduced from three to two years, with an increase in the maximum amount payable increased to \$20,000 as of Oct. 1, 1999.

As of Oct. 1, 1999, soldiers will be eligible for reenlistment bonuses after 17 months of active duty service, with the bonus cap increased to \$60,000. The law grants the option of cashing in leave in conjunction with a reenlistment without regard to the three-month limitation as of Oct. 5, 1999.

Aviators can obtain retention bonuses up to \$25,000 effective Oct. 1, 1999. For warrant officer Apache pilots, the

Army is holding the entitlement to \$12,000.

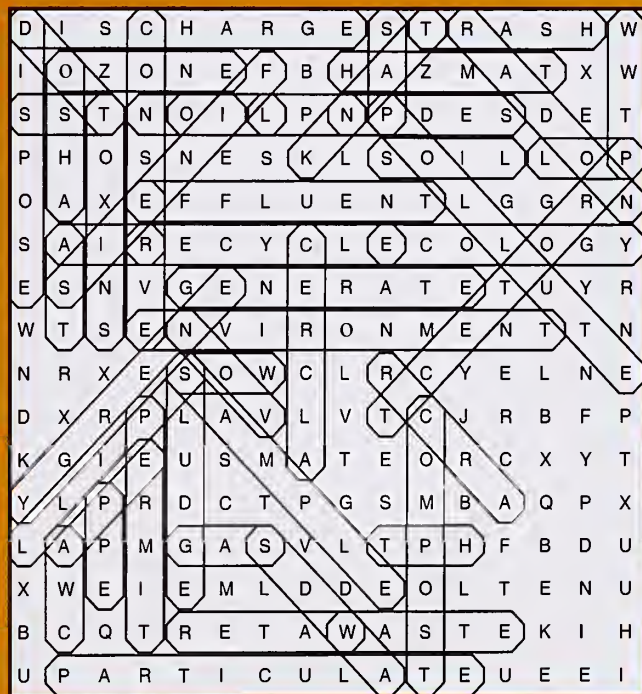
Other provisions in the law make the Thrift Savings Plan available to soldiers beginning in January 2001 and retired pay plan modification for soldiers who entered military service after Aug. 1, 1986.

Two new entitlements are available to Reserve Component soldiers: funeral honors duty and the Army College First Pilot Program. Funeral honors duty, effective Jan. 1, 2000, pays \$50 a day to reservists. The Army College First Pilot Program, with an effective date of Oct. 1, 1999, pays \$150 a month. The Selected Reserve Enlistment Bonus is raised to \$8,000.

Our apologies:

In the July-September 1999 edition of the INSCOM Journal, we misspelled the name of Chief Warrant Officer Michael J. Smalley in the title of an article (his name is spelled correctly in the article text). We regret the error.

INSCOM Goes Green Puzzle solution



**COMMANDER
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INSCOM Goes Green



Words may be read straight across, backward, up, down or diagonally.
The solution is on page 39.

HAZMAT	TRASH	CWA	TSS	SAP	PROTECT
CONSERVE	ECOLOGY	EPA	EIS	TCLP	SPILL
CERCLA	PERMIT	DOT	ENERGY	NOV	FINE
EFFLUENT	AIR	TANK	WWTP	POL	NOI
RECYCLE	OZONE	SDWA	SOIL	TPH	GAS
ENVIRONMENT	UST	SOW	EA	VOC	CAA
GENERATE	WASTE	NPL	DISPOSE	AST	NPDES
PARTICULATE	SLUDGE	TOXINS	WATER	ROD	RADON
COMPOST	DRMO	OIL	SAMPLE	OSHA	CFC
POLLUTE	RCRA	PPE	DISCHARGE		